National Museum of Science & Industry

Annual Report and Accounts 2007-08

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National Museum of Science & Industry (NMSI) family members:
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National Railway Museum and Locomotion at Shildon
National Media Museum
Science Museum Swindon
NMSI Trading Limited

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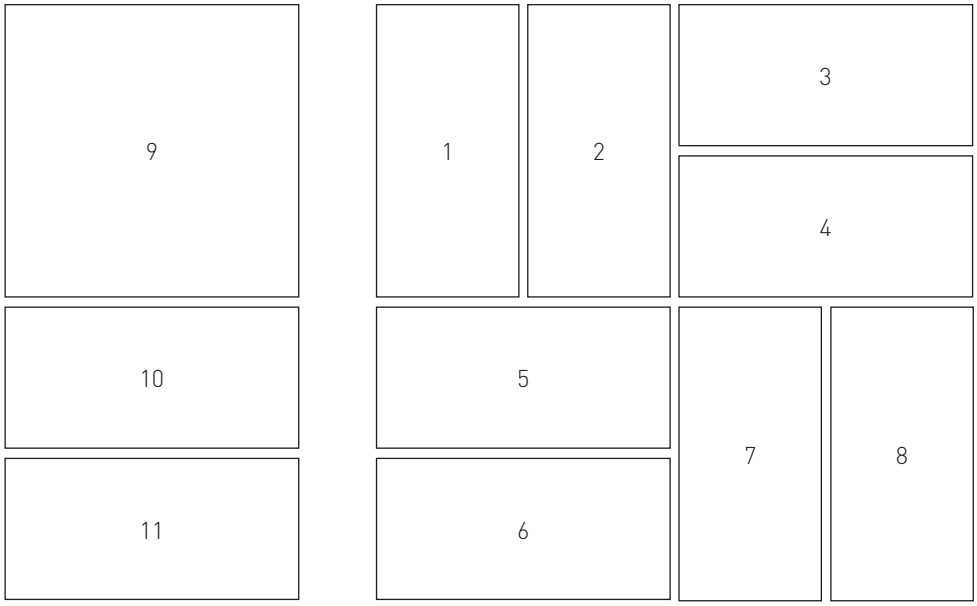

1 *Search Engine*'s new exhibition space at the National Railway Museum, November 2007

2 New *Launchpad* gallery at the Science Museum, November 2007

3 *Can Algee Save the World?* exhibition at the Science Museum, October 2007 to April 2008

4 Gordon Brown at the opening of the new *Launchpad* gallery at the Science Museum, November 2007

5 Objects in the public accessible hangar at Science Museum Swindon, January 2008

6 Sarah Jones exhibition at the National Media Museum, October 2007

7 Youth Media TV Workshop at the National Media Museum from April 2007

8 Northern Trax event at the National Railway Museum, May 2007

9 Child in the Shop at the National Railway Museum, November 2007

10 Guests Jim Carter, Michael Palin, Alan Bennett and Richard Griffiths at the Bradford International Film Festival at the National Media Museum, February 2008

11 Updated *Exploring Space* gallery at the Science Museum, April 2007

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1 Structure, governance and management

1.1 About NMSI

1.1.1 NMSI now

The National Museum of Science & Industry (NMSI) is devoted to the history and contemporary practice of science, medicine, technology, industry and media. Its collections, in the fields of science, technology, medicine, industry, transport and media, are the largest, most comprehensive and most significant in their field anywhere in the world. NMSI incorporates the Science Museum, the Science Museum Library and the Wellcome collections of the History of Medicine at South Kensington and the Science Museum in Swindon; the National Railway Museum at York; the National Media Museum at Bradford; Locomotion: the National Railway Museum at Shildon; and Concorde 002 with its associated exhibition at Yeovilton. Collections stores are located in Swindon; Blythe House in West Kensington; Foundry Lane in York and Black Dyke Mills in Bradford.

1.1.2 History

The Science Museum has its origins in the South Kensington Museum set up soon after the Great Exhibition of 1851. The National Railway Museum (NRM), which opened in 1975, was established as a result of the transfer of the British Transport Commission's railway collection to the Board of Trustees of the Science Museum. The National Media Museum was established in 1983 with the support of Bradford City Council as part of the council's economic redevelopment. Science Museum Swindon in Wroughton, a former Second World War airfield, was made available to the Museum by the Ministry of Defence in 1979. Locomotion: the National Railway Museum at Shildon was opened in 2004 in partnership with Sedgefield Borough Council.

1.1.3 Legal status

NMSI was managed directly by Government until 1984 when the Board of Trustees of the Science Museum was established under the National Heritage Act (1983). Thereafter, the Museum ceased to operate as part of a Government department. NMSI now has the status of a non-departmental public body, operating within the public sector but at arm's length from its sponsor department, the Department for Culture, Media and Sport (DCMS). These Accounts fulfil the requirements of the 1983 Act and the Museums and Galleries Act 1992. NMSI is an exempt charity under the Second Schedule of the Charities Act (1960) and is recognised as charitable by the HM Revenue and Customs. NMSI has a wholly owned subsidiary trading company, NMSI Trading Ltd (company registration no: 2196149) set up in 1988. This operates at all three Museums and covenants all taxable profits to NMSI. Bradford Film Ltd is a company limited by guarantee whose sole member is NMSI Trading Ltd.

1.1.4 Framework for operation

DCMS agreed a Management Statement and Financial Memorandum with the Museum in 2002-03; continuing receipt of the Grant is dependent upon the Museum's compliance. This sets out DCMS policy and financial requirements which include the relevant provisions of Managing Public Money and such other guidance as the Treasury, Cabinet Office or DCMS have issued. It also describes the delegated powers and limits. A Funding Agreement between DCMS and NMSI defines the commitments by each party every three years and can be seen on the NMSI website.

1.2 The organisational structure

1.2.1 Management of NMSI

The Board of Trustees of the Science Museum is responsible for the whole of NMSI. The Trustees, who may number between 12 and 20, are appointed by and responsible to the Prime Minister through DCMS. The Director of NMSI, as Chief Executive Officer, is responsible to the Board of Trustees and, as Accounting Officer, is accountable to the DCMS for compliance with the Management Statement and Financial Memorandum. Within the framework of their statutory duties as stated under the National Heritage Act 1983, the role of the Trustees is to establish NMSI's policy, review performance and endorse appointments to key management positions. Their primary activity is to assist the Chairman in meeting the Board's overall responsibilities, in accordance with the policies of the Secretary of State. Trustees offer guidance and expertise to the Chairman on NMSI's strategy and its practical implementation.

Trustee subcommittees reflect the individual Museums and cross-NMSI activity and are detailed in section 4.4.

In 2007-08, the group of senior managers reporting to the Director within NMSI, together with the Director forms the Executive, comprising the Director of each Museum, the Managing Director of NMSI Trading Ltd, the Directors of Corporate Services, Human Resources, Finance, Development, the Chief Information Officer and the Heads of Learning, Estates and Major Projects Group. The NMSI Executive is accountable to the Director. It is responsible for resource allocation, leading strategic management, developing the cultural agenda and sustaining NMSI values.

1.2.2 Staff communications

NMSI has created several ways of facilitating effective communications with staff. Regular staff briefings from the NMSI Director and the Directors of Museums on strategic and topical issues are supplemented by NMSI-wide and Museum-specific newsletters as well as announcements and news on the NMSI intranet and by email.

There are a number of forums where NMSI engages with staff representatives and officials from the Trade Unions on matters of mutual interest and concern. These forums are used for the usual business of negotiating pay and benefits, and also for the development of policies and health and safety matters.

NMSI has successfully implemented a new performance development process that enables personal objectives to be articulated and fully aligned to the wider business goals. The process looks at how results are achieved as well as the results themselves, enables individual feedback and provides for an element of pay to be directly linked to the assessed individual performance level.

The staff opinion survey remains a primary tool for tracking and responding to staff views across a range of issues. The survey is completed online and the results discussed with staff and actions agreed at both central and local level.

1.2.3 Equal opportunities policy and measures

It is NMSI policy that all eligible people shall have equal opportunity for employment and advancement in NMSI on the basis of their ability, qualifications and fitness for the work. There must be no discrimination based on gender, race, religion, age, physical disability or sexual orientation against any eligible person whether in recruitment, training, promotion or in any other way.

NMSI aims to reduce job segregation, where people of one group are concentrated in particular areas of work, and to make best use of the potential of all employees, regardless of race, religion, gender, age, sexual orientation or any physical disability.

We have continued our work with the Shaw Trust and Access to Work and a range of specialist advisers to make reasonable adjustments to the workplace for staff and potential recruits with disabilities. As a result of their assistance, funding has been obtained and new facilities introduced to the workplace making a real difference to the working lives of a number of individuals. NMSI has been commended for the commitment it has shown to this important area.

NMSI has Disability and Gender Equality Schemes in place together with their associated action plans.

We have set up a Diversity Panel with a cross section of staff members who have an interest in diversity. Chaired by the Director, the panel is looking at a range of measures to promote diversity including the introduction of student placements and how we advertise employment vacancies.

1.3 Relationship between charity and related parties

The National Museum of Science & Industry is an Executive Non Departmental Public Body whose parent body is DCMS. DCMS is regarded as a related party. Details of related party transactions are contained in note 22 to the Accounts.

2 Review of 2007-08 and future plans

2.1 Director's Statement

This has been another year of substantial achievement for NMSI.

In 2007-08 we welcomed almost 4.5 million visitors to our Museums, the highest visitor figures since free admission. Our learning programmes continue to reach record numbers of children across the UK, both at our Museum sites, over 400,000, and through our outreach programmes, an additional 93,000. Our Trading Company has again delivered excellent results.

The new integrated organisation that was introduced last year to focus the Museum on the creative offer, visitor experience and corporate services is fully established and working well. Substantial efficiencies have already been realised which are being reinvested in the museums' public offer.

We have had major exhibition openings at all NMSI Museums. A particular highlight was the redevelopment and opening of the new *Launchpad* children's gallery at the Science Museum, specifically designed to make Physics more accessible to 8 – 14 year olds; we were delighted to welcome the Prime Minister, Gordon Brown, to open the gallery in November 2007. At NRM, we opened the major new library and archive facility, *Search Engine*, and at our Swindon site we opened the new Science Museum Library, all to much acclaim. The NMeM continued to deliver a strong exhibition and film festival programme with visitor numbers some 9% ahead of last year.

The Museum has now completed the first year of its change programme with substantial progress in all areas and we are well on track towards realising our vision to be the most admired museum in the world.

Martin J Earwicker FREng
Director
10 July 2008

2.2 Science Museum

Objectives

The long-term goal is to become the most admired museum in the world. This will be achieved by being the best place in the world for people to enjoy science.

The Museum possesses world class collections, a highly respected and well-known brand, sustained public interest in its subject area, and a knowledgeable, committed and highly skilled staff. It is a favourite destination for adults, families and schools who visit to enjoy a stimulating, fun experience and to learn. The fields of human endeavour and enterprise covered by the Science Museum are of ever increasing significance, impact and relevance to the public at large.

The strategic priorities for 2007-08 were to:

- Develop more innovative, creative and exciting proposals, attracting increased investment from sponsors
- Significantly enhance the product and visitor service offered by the Science Museum, raising its brand reputation and presence
- Win and retain increased, more diverse audiences both physical and virtual
- Drive up dwell time, increasing engagement and learning and raising profit per visitor

Achievements

This was a very strong year all round. The Museum received more visitors than it has done in any of the last three years with the total of 2,712,824. The Museum's websites continued their year-on-year upward trend in visits, with 12,110,264 visits this year. The Science Museum Swindon also increased its visitor figures this year against 2006-07 to 49,675.

Another coup for the Museum was the publication of the book *Why is snot green?* in April with sales currently standing at c.80,000 copies. The book utilises the Museum's expertise in presenting science to young people in an engaging, informative and educational way and is the Museum's best selling title.

In addition, the Science Museum Library underwent a significant enhancement with the bulk of the collection moving to a purpose designed facility and reading room at the Science Museum Swindon. The library is now split between London and Swindon. Most items from the collection are on 24 hour request to either site.

Activities

In November 2007 the museum's most popular gallery, *Launchpad*, was opened in a new location with over 50 new interactive exhibits that encourage asking questions and making sense of the world. *Launchpad* is for all but is particularly targeted at 8-14 year olds. As well as the gallery itself, there are science shows and demonstrations, together with an award-winning website and game, *Launchball*.

Other popular galleries – *Exploring Space*, *Health Matters and Challenge of Materials* all received substantial upgrades. The Museum continued its programme of developing temporary object-rich exhibitions with the opening of *Plasticity – 100 years of making plastics* and a display based on recent curatorial research entitled *Penicillin: A story of triumph and tragedy*.

Contemporary science continued to be presented through the *Antenna* programme of exhibitions and events. Feature exhibitions included *Big Bang!* exploring the construction of the Large Hadron Collider at CERN and *Can algae save the world?* – a look at the technologies that could combat climate change. Fast-turnover displays dealt with a range of news topics from MRSA to the world exclusive display of a prosthetic lung prototype. *Antenna Live* events during the holiday periods demonstrated a range of technologies from airport security screening to the engineering behind the bicycles used in the Tour de France.

The Dana Centre had another successful year of delivering high profile and topical public engagement events. Subjects covered were as diverse as the five senses, neuroscience and climate change.

Research work on the collections has borne fruit this year with the publication of senior curator Robert Bud's book *Penicillin: triumph and tragedy* which has received sustained press coverage in both the popular and specialist media. The end of the year also saw the publication of chief curator Timothy Boon's book *Films of Fact: a history of science documentary on film and television*. The Science Museum has also joined the London Consortium, a group of institutions offering rigorous and challenging postgraduate programmes in humanities, leading to a research degree with the University of London.

Notable object acquisitions include a first generation iPod – the item that the public most wanted to see preserved – and ephemera connected with smoking in public places, prior to the public smoking ban on 1st July 2007. The Museum was also successful in receiving a large grant for a project to digitise many of its medical objects – *Sickness and Health* – on which work has commenced.

The Museum's large object store, Science Museum Swindon, staged a series of popular public events in the summer, including the Classic Car Show and the Festival of the Future.

The Science Museum's arts programme has had an extremely successful year, with its photographic exhibition *Maurice Broomfield's 'New Look' at Industry: photographs from post-war Britain*, followed by the video installation by Grace Weir, *In my own time*; and most recently the multimedia installation *Listening Post*. All exhibitions have attracted extremely favourable media coverage and reviews.

Future Plans

The Museum will continue to develop, design and deliver a sustained programme of cultural offerings to explain, inspire and engage people in science, technology and medicine.

The year 2009 will also see celebrations to commemorate the Museum's centenary. Medium-term plans include developing and attaining funding for new galleries on Climate Change, *Cosmos and Culture*, and the renewal of the *Who Am I?* biomedical gallery for delivery in 2010. Preparatory work will also begin on longer term plans for two new major core galleries, the *Making of Modern Science* and the *Making of Modern Communication*, for delivery in 2013.

We shall continue to build the best visitor experience in the world, and enable people to engage with our collections in a stimulating and enjoyable way.

We shall also continue to establish the foundations of excellence in who we are and what we do – excellent, committed people, best management practice and value for money.

We aim to win and retain increased, more diverse audiences both physical and virtual. We shall drive up visitor dwell time and increase engagement and learning.

2.3 National Railway Museum and Locomotion at Shildon

Objectives

The National Railway Museum is the largest railway museum in the world and England's most visited museum outside London. The Museum benefits from a timeless and popular offer with collections unrivalled by other rail museums in England, or even throughout the world. Its collection is boosted by dedicated and knowledgeable staff committed to ensuring its continued development and relevance to all current and potential visitors. The NRM aims to build on these strengths by engaging the broadest possible audience with the story of the train, a key element within its redevelopment plan.

In 2007-08 the Museum particularly aimed to:

- Operate a leading international museum providing a compelling experience for visitors to York and Shildon
- Provide proper stewardship for the Nation's railway collection and maximise its usefulness to people
- Provide education, interpretive and curatorial services for diverse audiences nationwide
- Provide popular and relevant programmes and services for the widest range of learners
- Maximise our resources through profitable commercial operations, fundraising and efficiency improvements
- Improve team effectiveness

Achievements

This was another extremely successful year that saw the NRM welcoming 843,311 visitors and Locomotion, 149,100. With the new cultural programme and developments underway, and planning having commenced in earnest for the redevelopment of the museum's surroundings and a new generation of displays, it is a very exciting time for the Museum and its stakeholders.

The year also saw the opening of *Search Engine* at the National Railway Museum in York, the new library and archive facility funded by HEFCE the Heritage Lottery fund, DCMS/Wolfson and The Friends of the National Railway Museum. The suite includes public displays, a drop in centre, library and archive facilities as well as re-housing the museum's massive photographic, archive and art collections in first rate air conditioned spaces.

The NRM received the 'Best Attraction' award at the York Tourism Awards for Excellence 2008. We were also finalists in the 'Conference Venue' category. The award focuses on the contribution that the attraction has made to the local York economy, visitor satisfaction, promotional campaigns and any new additions over the past 12 months. The judges particularly praised our friendly, welcoming and helpful staff and our investment in new exhibitions.

Activities
A five year strategy for the brand was agreed which looks at all the elements requiring development over the next few years:

- Cultural programme at York and Locomotion
- Built development at York and Locomotion
- Website
- Outreach

In line with all of the museums in the NMSI family, the NRM is integrating its planning of collecting, access, public programmes and learning activities into a single cultural programme. This provides a framework for all our activities and enables them to be targeted to the audiences we seek to engage. Work has also commenced on re-defining the brand position in line with our new focus and a visitor plan has defined the numbers the programme will seek to attract.

The redevelopment of the Great Hall has moved to a firm position with the production of a costed master plan for the site that proposes a number of conceptual and physical approaches to create an overall vision for the space. These proposals will now be assessed by an appointed Quantity Surveyor who will prepare a detailed cost plan with phasing options against the £20m budget. The finalised Master Plan and costing exercise will be completed by the end of June. Consultations have taken place with key stakeholders and funders such as York City Council, Yorkshire Forward and the Rail Industry. Content plans and schemes have been drawn up and tested with the public and with a specialist advisory board. Also an offer of funding from the Foundation for Sport and the Arts prompted a feasibility study for an art exhibition gallery on site, which is currently being assessed in line with other elements of the strategy.

A phase two development plan was drawn up for Locomotion and talks begun with stakeholders and funders as to how this might progress. We envisage a major addition to the interpretive and learning facilities of the site to ensure that the Museum can continue as one of the region's top attractions and learning experiences be progressed.

Conservation of collections continued with key projects including the restoration of *Duchess of Hamilton* and *Oliver Cromwell*, the last steam locomotive to operate in main-line service on British Railways. The overhaul of *Flying Scotsman* has continued in the NRM workshop with visitors being able to follow the ongoing works from the viewing gallery overlooking the workshop.

The National Railway Museum hosted a series of events throughout the year including *A Night at the Museum* which drew over 300 13-16 year olds to the Museum to see teenage bands in the final of the Northern Trax competition. The annual *Thomas the Tank Engine* event, targeted at the under-5 age group was held in February and attracted over 40,000 visitors.

At Locomotion the popular regular events programme continued including the North East Steam Gala, traction and motor rallies, art exhibitions and antique fairs.

The NRM Learning team provided a popular programme of events for schools, families and students. The team engaged with thousands of people in learning activities based around science and engineering at Science, Technology, Engineering and Mathematics fairs across the region. The Museum's Strategic Commissioning Project funded by DCMS, *Moving Stories* was also a success, engaging with pupils from non-participating schools in both York and Hull to write and perform theatre pieces about transmigration and the positive and negative effects of this on their communities.

The two educational partnerships of the NRM, the Yorkshire Rail Academy (with York College) and the Institute of Railway Studies (with the University of York), continued providing vocational training for the rail industry, and research and learning opportunities for post-graduate students. These partnerships, teaching students and industry professionals, are key to achieving our aim of establishing the museum as a prime centre for learning in our field. The new YRA website and marketing literature has enabled access to a much wider audience.

Volunteers continue to contribute to many of the Museum's activities and the number of volunteers remained stable at just over 250. Volunteer work included the listing and recording of over 30,000 individual engineering drawings, which will be made available to the public through the new *Search Engine* research facility.

Future plans

The content of the on site cultural programme for 2008-2012 has been scoped and is underway with geographic foci on China (2008), India (2009) and Japan/Europe (2010). The programme ensures that the museum follows a theme and as such is able to link events together to provide a deeper more universal offering to a wider range of visitors. The forthcoming year includes a vibrant event calendar at York with a major Chinese festival and two associated exhibitions, the celebration of the 40th anniversary of the end of steam in *1968 and all that* in May 2008 and a joint production of *The Railway Children* (sponsored by First Transpennine Express) with York Theatre Royal to be staged in July 2008.

The long-term redevelopment of the Great Hall will move into the detailed design and funding stage with a view to opening a transformed museum experience in 2012. Designers will be appointed to design elements of the Great Hall and work will continue on defining the visitor experience, commercial, content and learning elements of the project. This work will take place alongside the regeneration of the 30 hectare site

A new website will be developed to appeal to a wider audience, provide a better international and introductory focus for the Museum and provide increased commercial opportunities.

2.4 National Media Museum

Objectives

Overall our intention during 2007-08 was to build on the major developments of 2006-07 – namely the re-brand and re-launch as the National Media Museum and the opening of a major new gallery *Experience TV* in 2006.

During 2007-08 our main objectives were to:

- Increase our visitor numbers to 700,000
- Deliver a programme of activity absolutely geared to appealing to our target audiences
- Gain approval for a presence for the Museum in London
- Continue development work for a major new Internet Gallery in Bradford at NMeM
- Continue to support the regeneration of Bradford to assist the longer term development of the Museum.

Achievements

The year saw some major achievements. The Museum attracted some 737,000 visitors – 5% above target and 9% above the figure for 2006-07. This was the second consecutive year of increased visitor numbers reversing five previous years of declining audiences. Considerable investment in our IMAX cinema has enabled the programming of a much wider range of films including 3D versions of major feature films such as *Harry Potter* which contributed to boosting the popularity of the IMAX offer. The exhibition programme has also moved to a better balance between general popular appeal and more specialist interest. Finally the plan to develop the National Media Museum has moved on significantly with Trustee approval being secured to create a presence in London and significant funding being secured for a new Internet Gallery.

Activities

The Museum secured the only UK venue for the internationally renowned exhibition *Henri Cartier-Bresson's Scrapbook*, *Photographs 1932-46*, previously only exhibited in Paris and New York. The work of the 13th Bradford Fellow of Photography, Sarah Jones, in partnership with the University of Bradford and Bradford College, was also on show during the past year. These exhibitions have received very positive reviews and have been popular with specialist and general visitors alike.

The Museum has also embarked on a major research partnership with the Getty Institute to research its photographic collection. This research partnership has already yielded many new conclusions regarding the history of photography. The National Media Museum is also developing nine research partnerships with academic institutions in order to develop research credentials including the establishment of a National Video Games Archive with Nottingham Trent University.

In addition a new partnership was established with the Football Foundation to enhance the pioneering Youth Media TV work. Youth Media TV enables young people who are not in education or employment to attend a three-day course based in the Museum's TV studio and record a football-themed TV magazine programme. Participants write the script, generate news ideas, then present, mix, record sound and operate cameras for the programme.

The Museum successfully delivered three film festivals during the year. Highlights over the past year have included visits by a roster of high profile guests including Michael Palin, Kenneth Branagh, Alan Bennett and Barry Norman attending the 14th Bradford International Film Festival and Nick Park talking about his career in a packed Pictureville Cinema as part of Bradford Animation Festival.

Future Plans

The Museum's overall objective for the future is to realise fully its vision to be the National Media Museum with world class collections, galleries and programmes across a range of media subjects including photography, film, television, radio and web. The Museum's Future Plan has four elements.

Firstly, it is seeking to make a range of short-term improvements including achieving a higher profile for its experts and expertise, further enhancements of the welcome offered to visitors, a revamp of its website and continuing to develop its collection.

Secondly, it is seeking to renew and refresh galleries within its current building in Bradford. The main focus is on building a gallery about the history and impact of the internet. Design work is well advanced and fundraising is well underway. In addition, as part of the internet project, an existing gallery explaining the basic principles of light and sound aimed at children will be revamped. Subject to funding, the Museum is also hoping to refresh its existing photography gallery and to revamp its foyer to provide better orientation for visitors, more visual impact and to provide a screen-based interpretation of contemporary media developments. These developments are intended for completion by 2011-12.

Thirdly, the plan for a satellite showcase gallery for the Museum in London has been approved by Trustees. Detailed design work and fundraising is underway. The objective of the London satellite is to bring the Museum's internationally significant collections to new audiences and to raise the profile of the Museum thus sustaining the Bradford base.

Finally, the Museum is working with a range of partners in Bradford to try to develop the Museum further in the longer term. It is seeking to find space within the city centre redevelopment for new galleries on film heritage and radio as well as improving the overall public realm in the area around the Museum to make central Bradford a more attractive destination for visitors.

2.5 National Services and Activities

Estate management

NRM has undergone extensive renewal works as part of the *Search Engine* project, and serious building issues are being addressed at the Swindon site through financial support by DCMS. We have also been working through the South Kensington consortium of the 'invest to save' scheme with the aim of reducing energy use.

Procurement

We are active in improving procurement activity across NMSI. The framework agreements negotiated by OGC are used and the group has established an ongoing dialogue with the NHM and the V&A seeking on-going procurement partnerships.

Health and safety

New presumptive policies have been introduced for safe management of asbestos, and plans, processes and training for its management in our collections are being prepared. New guidelines have also been introduced for managing contractors, and a new health and safety policy is to be launched in 2008-09.

Fundraising

The Science Museum continued to develop strong, ongoing partnerships with sponsors such as BP and Shell and made significant progress in building relationships with new corporate prospects. The Museum continued to find strong support from trusts and foundations to fund both ongoing programmes, such as Dana Centre and special projects and exhibitions. In addition to continued generous support from The Wellcome Trust, Museum funders included British Psychological Society, CGIAR World Bank and Royal Academy of Engineering to name a few.

The National Media Museum saw a strong increase in funds raised this year, spread across a broader group of donors than in the past. Among programmes funded were film festivals and learning initiatives. In addition, the Museum continued to secure support for a number of photography-related initiatives including curatorial/ research support, a bursary programme for young artists and a photography acquisitions fund.

The National Railway Museum increased its unrestricted income from individual supporters and renewed its Corporate Partners programme. The Museum also continued to receive strong sponsorship support for a number of cultural initiatives such as *Flying Scotsman* and *Search Engine*. Over the next three years the NRM will institute legacy and membership programmes, increase corporate partner income, and further develop its ongoing programme of cultivation events.

Considerable progress has been made to redirect and expand NMSI's fundraising efforts. Following on from the previous year's launch of the Patrons Programme, NMSI continued to build unrestricted support through this programme in 2007-08. In November 2007 NMSI launched a general membership programme at the Science Museum, which will add to the Museum's unrestricted operating support. In future years, membership programmes will be launched at the National Media Museum and the National Railway Museum, customised for their audiences and locations. NMSI continues to work to build its major gifts programme focused primarily on private philanthropic support from high net worth individuals. In the coming year, a legacy programme will be designed and piloted at the National Railway Museum. All three programmes – patrons, membership and legacy – hold the promise of increased unrestricted support for all the museums in the NMSI family.

Information Group

A new Information Group made up of ICT, Business Systems, Web, Corporate & Collections Information and the Science Museum Library has been established to manage the storage, security, accessibility and cohesive delivery of the organisation's critical assets and technical mechanisms. It will also be responsible for ensuring statutory compliance in these areas. Work continued on the pan-NMSI Content Management System and started on a new Global Object Database which will form the mechanism to deliver more of our content online. Work was completed on the new Library facility at Wroughton which is now functioning fully.

2.6 Performance

Performance against DCMS targets

Targets are from the NMSI Funding Agreement 2005-08. Information is sourced through both internal record and periodic independent external surveys.

NMSI-wide	Outturn 2006-07	Target 2007-08	Outturn 2007-08
Number of visits to the Museums	4,373,176	3,826,000	**4,492,767**
Number of website visits	17,653,525	12,670,065	**18,297,350**
Number of child visits to the Museums	1,366,929	1,372,450	**1,341,991**
Number of children in on and off-site organised sessions	456,266	466,850	**493,094**
Efficiency savings (cash and non-cash)	£2,949,000	£3,044,000	**£3,200,000**

Science Museum (SM)	Outturn 2006-07	Target 2007-08	Outturn 2007-08
Number of visits to the Museum	2,604,612	2,275,000	**2,712,824**
Number of website visits	11,082,965	7,370,065	**12,110,264**
Number of child visits to the Museum	813,120	819,000	**882,627**
Number of children in on and off-site organised sessions	317,382	355,750	**372,460**

National Media Museum (NMeM)	Outturn 2006-07	Target 2007-08	Outturn 2007-08
Number of visits to the Museum	677,029	700,000	**737,857**
Number of website visits	5,273,623	4,000,000	**4,929,743**
Number of child visits to the Museum	236,960	203,000	**197,334**
Number of children in on and off-site organised sessions	48,795	42,000	**39,662**

National Railway Museum (NRM)	Outturn 2006-07	Target 2007-08	Outturn 2007-08
Number of visits to the Museum	903,188	720,000	**843,311**
Number of website visits	1,266,370	1,300,000	**1,208,270**
Number of child visits to the Museum	263,857	250,000	**203,200**
Number of children in on and off-site organised sessions	91,046	60,000	**76,569**

Locomotion: NRM at Shildon	Outturn 2006-07	Target 2007-08	Outturn 2007-08
Number of visits to the Museum	139,064	70,000	**149,100**
Number of website visits	30,567*	N/A	**49,073**
Number of child visits to the Museum	39,551	43,200	**44,723**
Number of children in on and off-site organised sessions	3,282	3,000	**4,403**

** July 06 – March 07. The website went live in July 2006*

Science Museum Swindon	Outturn 2006-07	Target 2007-08	Outturn 2007-08
Number of visits to the Museum	49,283	61,000	**49,675**
Number of website visits	N/A	N/A	**N/A**
Number of child visits to the Museum	13,441	15,250	**14,107**
Number of children in on and off-site organised sessions	8,761	6,100	**N/A**

Performance on key indicators:

KPI	NRM	Locomotion	NMeM	SM	SM Swindon	All NMSI 2007-08	All NMSI 2006-07
Adult visitors	640,111	104,377	540,523	1,830,627	30,794	**3,146,432**	2,899,926
Visitors over 60	237,990	22,456	115,312	175,496	4,774	**556,028**	345,819
Overseas visitors	47,278	5,796	13,587	1,095,927	N/A	**1,162,588**	1,041,026
Repeat visits	109,630	58,149	405,821	542,565	N/A	**1,116,165**	1,647,341
UK Adult visitors from an ethnic minority background	30,162	1,044	68,943	164,827	N/A	**264,976**	331,084
UK NS-SEC 5-8	270,651	91,715	173,825	164,827	N/A	**701,018**	764,984
Learners in on-site educational programmes	366,265	8,708	75,144	419,156	N/A	**869,273**	546,137
Learners in outreach educational programmes	9,102	398	3,836	80,106	N/A	**93,442**	68,827

Loans from collections:

	NRM		NMeM		SM and SM Swindon	
	Outturn 2006-07	Outturn 2007-08	Outturn 2006-07	Outturn 2007-08	Outturn 2006-07	Outturn 2007-08
English venues	66	**63**	Incl below	**10**	113	**82**
UK venues	74	**71**	16	**10**	124	**88**
Overseas venues	3	**4**	14	**11**	26	**21**

3 Financial Review

3.1 Review of financial position

3.1.1 Visitors

Visitor numbers across NMSI totalled 4,492,767 in 2007-08, 2.7% above the previous year. All locations except the National Railway Museum showed an increase in visitors. 2006-07 visitor numbers for the National Railway Museum were distorted by the opening of the Wheel but despite this, in 2007-08, over 840,000 visitors were welcomed by the Museum with the opening of *Search Engine* providing a much welcome library and archive facility. The Science Museum benefited from the opening of the new *Launchpad* in the autumn. The National Media Museum built on the previous year's launch of its new identity and wider remit together with the full year effect of *Experience TV*.

3.1.2 Income and expenditure

Income received for 2007-08 was £61.7m, (2006-07, £62.5m). This decrease is primarily attributable to reduced income from grants and donations as major projects reached completion and other operating income partially offset by increased GIA. The increase in **Grant in Aid** was £1.8m. The restricted element of £0.125m was in support of the Merrion Monotype collection.

Income from **sponsorship**, £1.6m, **Lottery**, £0.9m, and **grants and donations**, £3.7m, mainly related to donations of heritage and other assets, £1.5m, donations and sponsorship for the *Launchpad* redevelopment at SM, £0.8m, *Search Engine* at NRM, £0.8m, *Talk Science* – BP funded Teacher training, £0.5m, and storage development at Science Museum Swindon, £0.2m, together with a variety of funding for shorter-term exhibitions and programmes and unrestricted donations.

Rental income was maximised at all sites but especially at SM Swindon where storage space was utilised effectively. **Other income** related to conference and learning events, service charges to tenants, services to visitors, and contributions from Sedgefield Borough Council towards the costs at Locomotion.

The goal for 2007-08 for the **Commercial activities** was to meet budgeted revenue and ensure that all aspects of the Visitor Experience and Marketing were successfully integrated across all sites delivering a high quality experience to all of our visitors. In what proved to be a difficult trading year, NMSIT achieved strong results across the organisation contributing to an outcome close to budget and the previous year. Of particular note were the performances of our IMAX cinemas (at both the Science Museum and National Media Museum), Retail, Licensing and Corporate Events (across all sites). Further significant achievements have been made in the integration of Marketing and Visitor Experience from museum specific functions to single centrally managed teams. This has resulted in an increase in both efficiency and effectiveness and driven an increase in audience and visitor focus which will provide a strong platform for further improvements in the future.

Operational costs were held to £71.4m (2006-07, £69.4m). Strong focus on reducing support service costs released funds for investment in the visitor-facing areas. Attention to reducing energy usage constrained the impact of price rises for 2007-08 but a significant effect was felt. The Science Museum will be able to take this element forward in 2008-09 as the outcome from the joint metering initiative with other South Kensington bodies will enable energy saving actions to be put in place. Restricted income supported a range of programmes and temporary exhibition developments.

3.1.3 Balance Sheet

Fixed Assets increased by £13.8m from £254.9m to £268.7m. Property revaluation increased asset values by £25.2m off set by depreciation of £17.3m. The expenditure of £1m incurred in connection with the development of the Science Museum at Swindon, which had previously been recognised as an asset under construction, was written off.

Major additions of £5.7m to Fixed Assets in the year included

- £3.0m SM *Launchpad*
- £1.4m SM Library
- £0.4m NRM *Search Engine*
- £0.4m IT network replacement
- £0.2m SM *Exploring Space* gallery update

In addition £1.3m of historic assets were donated, the most significant being a Toyota I-Unit Concept vehicle which shows visitors a vision of individualised, motorised transport in the post-automobile, post-carbon future valued at £1m. NMSI also acquired a stone sculpture of R J Mitchell in welsh slate, the steam locomotive, Bradyll, built for the South Hetton Coal Company, c1837 and a Driving Trailer Composite Standard Open (A) No 76875 from Class 423 4-VEP electric multiple unit.

Cash balances rose by £2.7m primarily as a result of allocations to projects which were only at feasibility stage at the end of the year but are about to move into full implementation.

Debtors fell in both the Museum and Trading Company by a total of £1.2m as a result of focused credit control activity and fewer large contracts, **short-term creditors** remained at similar levels to the previous year.

The **Early Retirement** provision of £0.7m comprises the liability for future compensation payments for staff who have taken early retirement from the Museum.

3.1.4 Restricted funds

Sponsorship, Grants and Donations reserve fell by £1.8m to £2.7m through expenditure on *Launchpad*. The most significant amounts remaining relate to ongoing *Launchpad* outreach activity and *Talk Science*.

3.1.5 Designated reserves

The Museum Improvement Fund increased by £2.4m as a result of allocations towards renewing storage facilities, support system developments in HR and fundraising, content management system rollout, redeveloping websites and estates priorities.

3.2 Risk management

The Corporate Risk Group, comprising members representing all sites and functions, monitored the major risks and focused on measures in place to manage them during the year, reporting to the Audit Committee and the Board of Trustees. Risk assessment and management formed an integral part of business planning and project management.

Significant NMSI-level risks during the year were identified as external events such as terrorism and from scarcity of and competition for funding for capital needs. Also high on the list of concerns was compliance with health and safety requirements, IT infrastructure failure (project to renew facilities now successfully completed) and the quality of some storage facilities with potential impact on collections care standards.

NMSI has suffered no protected or personal data instance during 2007-08 or prior years and has made no report to the Information Commissioner's Office.

3.3 Financial policies

3.3.1 Creditor policy

The Museum creditor policy follows the Government-wide standard of meeting agreed payment terms (or by 30 days where no payment terms have been specifically agreed). Under this, 65.2% of payments were made within this policy for 2007-08, (2006-07 63.4%). Action will be taken to improve standards further.

3.3.2 Investment policy

The Trustees are empowered to invest by the Trustees Act 2000. Taking into account both best return, short term availability and security, NMSI makes the optimal use of cash investment opportunities by ensuring that all funds identified as surplus to working capital are reviewed daily and invested on short to medium term facilities to maintain their value over time. Until longer-term surplus cash can be identified, investment of a more permanent nature is not planned; the position is reviewed on a periodic basis. Social, environmental and ethical considerations would be taken into account. The policy was reviewed by the Finance & General Purposes and Audit Committees in 2007-08.

3.3.3 Reserves policy

The Trustees review the Reserves policy each year as part of the budget process in determining the levels of the reserve allocations. In addition to designated reserves where funds have already been allocated to particular purposes ranging from capital renewal to revenue funded programmes, funds have also been allocated to a Contingency Fund to provide a reserve for use when significant unforeseen costs arise. The reserve is normally kept at a level between £1m and £2m depending on the recent calls on the fund and the size of the current capital programme. The level of the fund is reassessed annually as part of the budget activity and also when any major change in the level of activity is planned.

The Contingency Fund is at £1.5m and will be increased further in 2008-09 if assessment of the capital programme forward indicates this is necessary. The capital programme has been limited thus reducing the current need for the Contingency Fund to cover this area. However a major capital programme is planned and funds will be allocated to the Contingency Fund to prepare for this risk. Unrestricted general funds usually arise from the previous year's surplus and are allocated for expenditure or to a designated reserve in the following year. See note 19 in the notes to the Accounts.

3.4 List of sponsors and donors

American Friends of the Science Museum
Angel Trains Ltd
Art Fund
Arts Council England
Arts & Business

Bachmann Europe plc
Big Lottery Fund
Black Sheep Brewery
BP International Limited
Bradford City of Film
Bradford Metropolitan District Council
Bradford University
British National Space Centre
British Psychological Society

CGIAR
Christie's
Cuneo Society
Culture Ireland

Department for Culture, Media and Sport
DEFRA
Department of Trade and Industry
Dialogue by Design

EADS
Ecsite
English Nature
Europa Cinemas
European Space Agency

Football Foundation
Friends of the National Railway Museum
Forestry Commission

G & J Clark Ltd
GNER
Great Rail Journeys

Heritage Lottery Fund
Heritage Railway Association
Higher Education Funding Council for England

Institute of Psychoanalysis

JCT 600
John Kobal Foundation
Johnson Matthey plc

King Baudouin Foundation

Martin Smith Foundation
Medical Research Council
Michael Wilson
Museums, Libraries and Archives

National Savings and Investments
Ned Railways
NESTA
Nintendo UK
North Yorkshire LSC
Notschool.net

Pace
Physical & Theoretical Chemistry Laboratory

Royal Academy of Engineering
Royal Society of Chemistry
Royal Photographic Society
RWE npower

Science & Technology Facilities Council
Science Horizons
Screen Yorkshire
Sedgefield Borough Council
Shell UK
Sidney E. Frank Foundation
Siemens plc
SITA Trust
South West Regional Development Agency

Techniquest
Tesco Charity Trust
The Co-operative Young Film Makers
The Rothschild Archive
TMB Art Metal
Toshiba Corporation
Toyota Motor Corporation
Tyne & Wear Museum

UBS
University of York
UK Friends of the Science Museum

Virgin Trains

Wellcome Trust
Wellers Accountants
West Yorkshire Grants
WoW Academy

Many donors to *Keep Scotsman Steaming*

3.5 List of corporate partners

SCIENCE MUSEUM

Patron
BP
GlaxoSmithKline
Shell

Fellow
National Savings & Investments
London Unlimited

Benefactor
The UK Steel Industry

Member
Akzo Nobel
Arup Group Ltd
CMS Cameron McKenna
Cobham plc
EADS
Farrer & Co
Halcrow Group Ltd
Novator Partners LLP
Smiths Group plc
Tranter Lowe

NATIONAL MEDIA MUSEUM

Business Partner
Bradford & Bingley
Bradford College
Gordon's Solicitors
Hallmark
James Robinson
Last Cawthra Feather
Newmason Properties
Rex Procter & Partners
Spellman Walker

NATIONAL RAILWAY MUSEUM

Patron
Central Japan Railway Company
English Welsh & Scottish Railway
Eurostar
First TransPennine Express
Jarvis Rail
Network Rail
Northern Rail
Porterbrook Leasing Company
West Coast Railways
West Japan Railway Company

Benefactor
Atkin Rail
Bachmann Europe plc
Corus Rail Consultancy
Hornby Hobbies Ltd
Linde Castle Ltd
Railnews
Wabtec Rail Ltd
William Cook Cast Products
Moveright International Ltd

Member
National Express
Ned Railways
Saville Audio Visual

Associate
Dulay Seymour Creative Communications
Jarvis Rail
Railfilms
Restaurant Associates
Shepherd Building Group

3.6 List of patrons

We would like to thank the following people, and others who wish to remain anonymous, for their generous support.

Newton Circle
GP Bullhound Partners
Howard & Veronika Covington
Martin & Elise Smith
Sir William & Lady Wells
Michael & Jane Wilson

Galileo Circle
The Lord Browne of Madingley

Einstein Circle
Mr Donald Brydon
Dr Douglas Gurr
Mr & Mrs George Loudon

Brunel Circle
Toby & Kate Anstruther
Dr Ann Coxon
Professor Dame Ann Dowling
Mr & Mrs Michael Hoffman
Jane Insley
Alan Moore CBE
Cynthia E Rallis
Sir John Rose
Professor Simon Schaffer
Robert & Melanie Stoutzker
Lord & Lady Waldegrave of North Hill

4 Reference and administrative details of the charity, its Trustees and Advisers

4.1 The name of the charity

Under the National Heritage Act 1983 the Board of Trustees of the Science Museum created the charity generally known by the name of The National Museum of Science & Industry (NMSI).

It comprises:

- Science Museum South Kensington and Swindon (SM)
- National Railway Museum (NRM)
- Locomotion, the National Railway Museum at Shildon
- National Media Museum (NMeM)

4.2 The address of the principal office of the charity and its charitable company

4.2.1 Museum addresses

Science Museum
Exhibition Road
London
SW7 2DD

National Railway Museum
Leeman Road
York
YO26 4XJ

National Media Museum
Pictureville
Bradford
BD1 1NQ

Science Museum Swindon
Hackpen Lane
Wroughton
Wiltshire
SN4 9NS

Blythe House
23 Blythe Road
London
W14 0QF

Locomotion, the National Railway Museum at Shildon
Shildon
County Durham
DL4 1PQ

4.2.2 Company information

NMSI Trading Ltd

Directors
Dr Douglas Gurr (Chair)
Mr James Bilefield
Mr Martin Earwicker
Mr Nigel Pocklington
Mr Martin G Smith
Mr Richard Steele
Mr Chris Weller

Secretary
Ms Anne Caine

Registered office
Exhibition Road
South Kensington
London
SW7 2DD

Registered number
2196149

Bradford Film Ltd
(a company limited by guarantee)

Directors
Mr Michael G Wilson (Chair)
Ms Molly Jackson
Mr Colin Philpott

Secretary
Ms Anne Caine

Registered office
Exhibition Road
South Kensington
London
SW7 2DD

Registered number
3309258

4.3 The Board of Trustees of NMSI

Numbers in brackets refer to membership of Sub-Committees, as listed below.

	1 or 2 term	Date of current appointment	Expiry of appointment
Chairman			
The Rt Hon Lord Waldegrave of North Hill (3) (7)	2	01.07.06	30.06.10
Members			
Lady Chisholm (8)	1	14.01.07	13.01.11
Sir Ron U Cooke PhD DSc FRGS AcSS DL (3) (4)	2	06.06.06	05.06.10
Mr Howard Covington	1	07.04.08	06.04.11
Professor Dame Ann Dowling DBE FREng FIMechE FRAeS FRS (3) (5) (7)	2	25.08.04	24.08.08
Lord Faulkner of Worcester (4)	1	14.01.07	13.01.11
Dr Douglas Gurr (2) (5) (6) (8)	2	06.06.07	05.06.11
Mr Richard Haythornthwaite (1) – retired 3 July 2007	2	06.06.06	03.07.07
Professor Averil Macdonald	1	07.04.08	06.04.11
Lord Rees of Ludlow FRS (7)	2	06.06.07	05.06.11
Sir Howard Newby (4)	1	14.01.07	13.01.11
Dr Gill Samuels CBE	1	07.04.08	06.04.11
Professor Simon Schaffer (7)	1	14.01.07	13.01.11
Dr Maggie Semple OBE (2) (9)	2	10.10.07	09.10.11
Dr Tony Sewell (1) (7)	1	14.01.07	13.01.11
Mr Martin G Smith MA MBA MA (Econ) (2) (3) (6) (8)	2	25.08.04	24.08.08
Professor Roderick A Smith MA PhD ScD FCGI FREng CEng FIMechE FIM (4)	2	23.04.06	22.04.10
Ms Janet Street-Porter	1	07.04.08	06.04.11
Mr Chris Swinson OBE	1	07.04.08	06.04.11
Professor Kathy Sykes (7) (9)	1	10.10.03	09.10.07
Sir William Wells (1)	2	06.06.07	05.06.11
Mr Michael G Wilson OBE (5) (8)	2	13.02.08	12.02.12

4.4 Trustee Sub-Committees and subsidiary company boards

(1) Audit Committee (Chair – Mr Richard Haythornthwaite until 3 July 2007, Sir William Wells from 4 July 2007)
(2) Finance & General Purposes Committee (Chair – Mr Martin G Smith)
(3) Remuneration Committee (Chair – Mr Martin G Smith)
(4) National Railway Advisory Board (Chair – Sir Ron U Cooke)
(5) National Media Museum Trustee Sub-Committee (Chair – Mr Michael G Wilson)
(6) Board of Directors of NMSI Trading Ltd (Chair – Dr Douglas Gurr)
(7) Science Museum Trustee Sub-Committee (Chair – Lord Waldegrave until 5 July 2007, Professor Dame Ann Dowling from 6 July 2007)
(8) NMSI Development Trustee Sub-Committee (Chair – Mr Michael G Wilson)
(9) Wellcome Wolfson Building Trustee Sub-Committee (Chair – Dr Maggie Semple)

4.5 Full membership of Trustee Sub-Committees with non-Trustee members

National Media Museum Trustee Sub-Committee

Chairman	Mr Michael G Wilson OBE (Trustee)
Members	Professor Mark Cleary (from 4 October 2007)
	Dr Douglas Gurr (Trustee)
	Mr Philip Robinson (until 28 February 2007)
	Ms Zahida Manzoor CBE (from 31 January 2008)
	Mr Peter McCormick OBE (until 16 May 2007)
	Mr Tony Reeves (from 25 May 2007)
	Ms Carolyn Reynolds (from 25 May 2007)
	Ms Janet Street-Porter (from 25 May 2007)
	Professor Chris Taylor (until 28 February 2007)

National Railway Museum Advisory Board

Chairman	Sir Ron U Cooke (Trustee)
Members	Mr David Atkinson (until 27 July 2007)
	Lord Faulkner of Worcester (Trustee)
	Mr Christopher Garnett
	Mr Brian Greenwood MCMI
	Mr Simon Linnett
	Mr Bill McCarthy (from 1 October 2007)
	Mr John Nelson
	Sir Howard Newby CBE (Trustee)
	Ms Sue Palmer OBE
	Mr Frank Paterson
	Professor Roderick A Smith (Trustee)

Science Museum Trustee Sub-Committee

Chairman	Lord Waldegrave (Trustee) (until 5 July 2007)
	Professor Dame Ann Dowling (Trustee) (from 6 July 2007)
Members	Dr Nicolas Barker OBE
	Dr Jim Bennett
	Dr Graham Farmelo
	Dr Christine MacLeod
	Dr Clare Matterson
	Lord Rees of Ludlow (Trustee)
	Dr Gill Samuels CBE
	Professor Simon Schaffer (Trustee)
	Dr Tony Sewell (Trustee)
	Professor Kathy Sykes (Trustee) (until 9 October 2007)

Wellcome Wolfson Building Trustee Sub-Committee

Chairman	Dr Maggie Semple OBE (Trustee)
Members	Professor Elizabeth N Anionwu CBE
	Professor Colin Blakemore
	Dr Graham Farmelo
	Sir Roland Jackson Bt
	Mr Paul Ramsbottom
	Mr E F Rover
	Mr Ben Stewart (from 31 October 2007)
	Professor Kathy Sykes (Trustee) (until 9 October 2007)
	Professor Richard Wiseman

NMSI Development Trustee Sub-Committee

Chairman	Mr Michael G Wilson (Trustee)
Members	Lady Kitty Chisholm (Trustee)
	Mr John Crawford
	Dr Douglas Gurr (Trustee)
	Mr Martin G Smith (Trustee)

4.6 Methods adopted for recruitment and appointment of new Trustees

The process of recruiting Trustees in 2007-08 took place in accordance with the procedures defined by DCMS under which descriptions of the roles required were advertised in 2007, interviews conducted and recommendations made to the DCMS for appointment by the Prime Minister in accordance with the National Heritage Act 1983. Five appointments were made after 31 March 2008 on the 5th April 2008.

4.7 Policies and procedures for induction and training of Trustees

Officers of NMSI work with the new Trustees to provide both general briefing about the Museums and the role of Trustees of the Board of Trustees of the Science Museum within a charity and NDPB and particular information about areas of interest in which they wish to support the Museums specifically. Updates and assessment of effectiveness of the Board form part of the agenda of meetings.

4.8 Executive Committee

Mr Martin J Earwicker FREng	Director
Professor Chris Rapley CBE	Director of Science Museum – from 01.09.07
Mr John Bevin	Head of Estates
Ms Mel Burns	Chief Information Officer
Ms Anne Caine	Director of Finance
Ms Jean Franczyk	Head of Learning
Ms Molly Jackson	Managing Director, NMSI Trading Ltd
Mr Andrew Leitch (left 30 June 07)	Head of Major Projects Group
Mrs Adele McAllister	Director of Human Resources
Mr Colin Philpott	Director of National Media Museum
Ms Cynthia Rallis	Director of Development
Mr Andrew Scott	Director of National Railway Museum
Mr Jon Tucker	Director of Corporate Services

4.9 Register of Interests

The Trustee Register of Interests is available for inspection on application to the Committee Manager at the Science Museum, Exhibition Road, London.

4.10 List of NMSI Advisers

Auditors

NMSI

Comptroller and Auditor General
National Audit Office
Buckingham Palace Road
London SW1W 9SS

NMSI Trading Ltd and Bradford Film Ltd

Grant Thornton UK LLP
Grant Thornton House
Melton Street
London
NW1 2EP

Bankers

NMSI

Barclays Bank plc
Floor 27
1 Churchill Place
London E14 5HP

NMSI Trading Ltd and Bradford Film Ltd

Barclays Bank plc
Floor 27
1 Churchill Place
London E14 5HP

Solicitors

NMSI

Farrer & Co
66 Lincoln's Inn Fields
London WC2A 3LH

CMS Cameron McKenna LLP
Mitre House
160 Aldersgate Street
London EC1A 4DD

NMSI Trading Ltd and Bradford Film Ltd

Farrer & Co
66 Lincoln's Inn Fields
London WC2A 3LH

The fees due to NAO for Audit Services amounted to £57,000 (2006-07, £57,500). Further project-grant audit certification work to the value of £6,000 was performed by NAO during 2007-08 (2006-07, £2,250). Grant Thornton audited NMSI Trading Ltd and Bradford Film Ltd, fees due £30,000; no non-audit work was performed.

As far as the Board of Trustees and the Accounting Officer are aware there is no relevant audit information of which the entity's auditors are unaware. The Accounting Officer has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

The Rt Hon. Lord Waldegrave of North Hill .....
Chairman of the Board of Trustees 10 July 2008

Sir William Wells .....
Chairman of the Audit Committee 10 July 2008

Martin J Earwicker .....
Director and Accounting Officer 10 July 2008

Remuneration Report

Membership

The membership of the Remuneration Committee comprised:

Mr Martin Smith (Chair)
Sir Ron U Cooke
Professor Dame Ann Dowling
Lord Waldegrave of North Hill

The Director, Professor Martin Earwicker and NMSI Director of Human Resources, Ms Adele McAllister, were in attendance at the meeting which reviewed staff pay (except for discussion concerning their own pay and performance).

Policy on the remuneration of senior managers for current and future financial year

The Remuneration Committee reviews salaries of all Museums senior managers whose jobs are of a certain size (as determined by formal job evaluation) and of NMSI Trading Ltd executive staff.

When determining salary levels generally, a number of factors are taken into account:

- The projected budget for the annual staff settlement
- Salary levels internally and in the marketplace (through salary surveys)
- Job size and whether this has changed over the period (through formal evaluation, where applicable)

Performance related pay for senior managers

At the beginning of the year, senior managers are set objectives based on the Museums' business plans. At the end of the year they are assessed by the Director on how far they have achieved their objectives and their performance is rated accordingly. The Chairman of Trustees assesses and rates the Director's performance. All ratings are then reviewed by the Remuneration Committee. All of senior managers' pay depends on performance being delivered, this being deemed the most effective way of achieving the Corporate Plan objectives. Bonuses awarded were in a range of 9.4-12.4% of basic salary.

When determining the salary increase for each individual, the performance and contribution of the individual over the period (through performance appraisal) forms the major component of the change together with any impact from changes in job scope and external factors.

Policy on duration of contracts, notice periods and termination payments

Senior staff are permanent employees of either the National Museum of Science & Industry or of NMSI Trading Ltd, apart from the Director who is on a five year contract ending 2 May 2011. Notice periods for senior employees are between one and three months, for the Director, six months. Termination payments are in accordance with Museum or NMSI Trading Ltd contractual terms. There were no severance or compensation payments to senior managers or former senior managers in year nor were there any payments to third parties for the services of senior managers in year. The amount paid in regard of the Director's remuneration was £141,925 (2006-07, £126,411) and the employer's national insurance contributions were £33,601 (2006-07, £29,047).

All Museum employees are members of the PCSPS Pension scheme with associated redundancy and early retirement conditions. Civil Service pension details are given in notes to the accounts at 6.2.2. All NMSI Trading Ltd staff are entitled to payments as defined under the Employment Rights Act 1996 unless individual contracts define other terms.

The Board of Trustees of the Science Museum, who hold overall responsibility for NMSI, are not remunerated. Expenses paid are disclosed in Note 6.2.3 to the Annual Accounts.

	2007-08		2006-07						
	Remuneration and full year equivalent (FYE) £000	Benefits in kind (nearest £100)	Remuneration and full year equivalent (FYE) £000	Benefits in kind (nearest £100)	Total accrued pension at age 60 at 31/03/08 (£000)	Real increase in pension at age 60 (£000)	CETV at 31/3/08 or end date (nearest £000)	CETV at 31/03/07 or start date (nearest £000)	Real increase in CETV £000 (nearest £000)
Martin Earwicker Director	140–145	–	125–130* (FYE 120–125)	–	60–65 plus lump sum 180–185	0–2.5 plus lump sum 5–7.5	1,511	1,303	45
			*06-07 part year salary restated to include bonus paid post year end						
Anne Caine Director of Finance	80–85	–	75–80	–	15–20	0–2.5	392	325	25
Molly Jackson MD, NMSI Trading Ltd	135–140	£600	110–115	£600	–	–	–	–	–
Adele McAllister Diretor of Human Resources	75–80	–	75–80	–	0–5	0–2.5	76	46	22
Colin Philpott Director of National Media Museum	95–100	–	90–95	–	5–10	0–2.5	120	78	27
Cynthia Rallis Director of Development	125–130	£800	125–130	£800	–	–	–	–	–
Christopher Rapley Director of Science Museum (from 03/09/07)	60–65 (FYE 100–105)	–	–	–	–	–	–	–	–
Andrew Scott Director of National Railway Museum	85–90	–	85–90	–	55–60	0–2.5	1,165	1,013	19
Jon Tucker Director of Corporate Services	95–100	–	95–100	–	10–15	0–2.5	207	163	9

Remuneration information

'Remuneration' includes gross salary; performance pay or bonuses; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; and any other allowance to the extent that it is subject to UK taxation.

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and

do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

Due to certain factors being incorrect in last year's CETV calculator there may be a slight difference between the final period CETV for 2006-07 and the start of period CETV for 2007-08.

Real increase in CETV
This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

The Rt Hon. Lord Waldegrave of North Hill .....
Member of Trustee Remuneration Committee 10 July 2008

Martin J Earwicker .....
Director and Accounting Officer 10 July 2008

Statement of Board of Trustees' and Director's responsibilities

Under Sections 9 (4) and (5) of the Museums and Galleries Act 1992, the Board of Trustees is required to prepare a statement of accounts on an accruals basis in the form and on the basis determined by the Secretary of State for the Department for Culture, Media and Sport with the consent of the Treasury. The accounts are prepared to show a true and fair view of NMSI's financial activities during the year and of its financial position at the end of the year.

In preparing the Museum's accounts the Trustees are required to:

- Observe the accounts direction issued by the Secretary of State*, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- Make judgments and estimates that are reasonably prudent
- State whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that NMSI will continue in operation

The Accounting Officer for the Department for Culture, Media and Sport has designated the Director as the Accounting Officer for NMSI. His relevant responsibilities as Accounting Officer, including his responsibility for the propriety and regularity of the public finances for which he is answerable and for the keeping of proper records and for safeguarding NMSI's assets are set out in the Non-Departmental Public Bodies' Accounting Officer Memorandum, issued by the Treasury and published in Managing Public Money.

The Rt Hon. Lord Waldegrave of North Hill .....
Chairman of the Board of Trustees 10 July 2008

Sir William Wells .....
Chairman of the Audit Committee 10 July 2008

Martin J Earwicker .....
Director and Accounting Officer 10 July 2008

* A copy of which is available from the Accounting Officer, Science Museum, London SW7 2DD

Statement on the system of internal control

Scope of responsibility

As Chairman of the Trustee Audit Committee and representative of the Board of Trustees and as Accounting Officer we are responsible for maintaining a sound system of internal control that:

- Supports the achievement of objectives of the National Museum of Science & Industry
- Safeguards the public funds and assets for which the Accounting Officer is personally responsible in accordance with the responsibilities assigned in Managing Public Money
- Ensures compliance with the requirements of the National Museum of Science & Industry's Management Statement and Financial Memorandum
- Has incorporated risk management within the strategic business planning process.

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve the Museum's policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of the Museum's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in NMSI for the year ended 31 March 2008 and up to the date of approval of the Annual Report and Accounts and accords with Treasury guidance.

Capacity to handle risk

Separate Trustee subcommittees give strong, direct support to each Museum in addition to the Finance and General Purposes Subcommittee, the Audit Subcommittee and the Remuneration Subcommittee. The Director has reviewed the governance structure of NMSI and focused the activity of the Museum subcommittees to support cultural work within the new structure of NMSI. A review of the effectiveness of the Board took place in September 2007 and actions agreed then have been implemented. The work of the Programme Committee in setting the forward cultural programme of the museums and the Investment Committee in reviewing infrastructure programmes and all investment decisions has improved the consistency and rigorousness of investment decisions by NMSI. The Corporate Risk Group includes managers from across NMSI who have received an induction in risk management and can act as a resource for their functions/locations. A Management Statement outlining key responsibilities and Financial Memorandum is in place between DCMS and NMSI.

The risk and control framework

During 2007-08 NMSI took actions to move towards the Corporate Plan objectives through implementing the new structure and the associated business plans. The corporate risks, identified within the business plans, defined before the outcome of the Comprehensive Spending Review was known, focused on managing continued and future pressure on the funding of core activities and maintenance and failure to renew galleries and exhibitions. Other major risks included the impact on visitors and the museums of terrorism or other external disaster, the possibility of IT infrastructure failure (prior to renewal during 2007-08), impact of regional decline, increased regulation compliance, impact on collections of storage issues and failure to develop the full potential of trading income or to secure other non Grant in Aid revenue. The wide range of information risks were managed through relevant policies and procedures. An in depth review of information related risk will take place during 2008-09.

Risk evaluation informs our actions in managing these risks efficiently, effectively and economically as we implement our plans to achieve the objectives over the coming years. Risk management is integrated into corporate planning and decision-making processes of NMSI.

The Board of Trustees of the Science Museum and the Board of Directors of NMSI Trading Ltd received reports from the Chairs of the Audit and Finance and General Purposes Committees and the Director concerning matters affecting internal control and the minutes of all subcommittees are distributed to Trustees. During 2007-08 the Museum has worked closely with the HSE to enhance further standards of health and safety in selected areas and is making steady progress to meet their requirements and achieve OHSAS 18001 accreditation. Plans to ensure compliance with the new Fire (Safety Order) Regulations were agreed with the enforcing authorities.

The system of internal control has been in place in NMSI for the year ended 31 March 2008 and up to the date of approval of the Annual Report and Accounts, in accordance with Treasury Guidance. The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- A management team comprising the Directors of Museums, Head of Learning, Director of Development, Managing Director, NMSI Trading Ltd and Directors and Heads of Corporate Services which meets monthly to consider the plans and strategic direction of NMSI
- A Programme Committee undertaking review of forward cultural activity development against the Corporate Plan
- An Investment Committee undertaking review of all investment proposals to ensure a rigorous standard is consistently applied
- Regular reports from managers to the Audit Committee, Finance and General Purposes Committee, Board of Directors of NMSI Trading Ltd or management team (as appropriate) on the steps they are taking to manage risks in their areas of responsibility including progress on key projects
- Annual completion of internal control schedules by senior managers to confirm their compliance with NMSI's internal control standards
- Continual development of a range of robust system controls designed to ensure the integrity of NMSI's IT networks and external communications links
- Comprehensive budgeting systems with an annual budget, which is reviewed and agreed by the Board of Trustees
- Regular reviews by the Board of Trustees of progress against the key performance indicators indicating attainment against objectives and Funding Agreement and of periodic and annual financial reports reviewing financial performance against forecast
- A Funding Agreement between NMSI and the Department for Culture, Media and Sport which includes performance measures
- Clearly defined capital investment prioritisation and control processes
- Formal project management disciplines paying attention to risk and contingency levels
- The Corporate Risk Group, chaired by the Finance Director, reporting to the Audit Committee, which is responsible for:

  (i) developing and monitoring the implementation of the Museum's risk strategy

  (ii) monitoring changes in the corporate risk profile and, via its Chairman

  (iii) reporting significant changes to the Director, Audit Committee, Board of Trustees, Executive Committee
- The Corporate Risk Group is responsible for the maintenance of an organisation-wide risk register, progressing work to develop a consistent evaluation framework and encouraging the use of ongoing control and risk self assessment procedures
- Maintenance of Register of Interests for Trustees, Directors of NMSI Trading Ltd, subcommittee advisers, senior staff.

In 2007-08 the National Museum of Science & Industry continued to use the internal audit services of AHL Ltd, which operates to the Government Internal Audit Standards. AHL Ltd has provided internal audits and annual assurance for 2007-08 to the Accounting Officer. The work of the internal audit provider is informed by an analysis of the risk to which the body is exposed, and annual internal audit plans are based on this analysis. The analysis of risk and the internal audit plans are endorsed by the Trustees' Audit Committee and approved by NMSI. The Head of Internal Audit (HIA) provides NMSI with regular reports on internal audit activity in the body. The reports include the HIA's independent opinion on the adequacy and effectiveness of the body's system of internal control, together with recommendations for improvement. In the internal audit annual report for 2007-08 the HIA gave reasonable assurance on the effectiveness of the Museum's risk management, control and governance processes. Actions arising from the audits are being addressed by NMSI and are monitored through the Audit Committee.

Review of effectiveness

As Chairman of the Audit Committee and Accounting Officer, we have responsibility for reviewing the effectiveness of the system of internal control. Our review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within NMSI who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management review letter and other reports. We have been advised on the implications of the result of our review of the effectiveness of the system of internal control by the Board and the Audit Committee and plan to address weaknesses and ensure continuous improvement of the system is in place.

Sir William Wells .....
Chairman of the Audit Committee and Trustee 10 July 2008

Martin J Earwicker .....
Director and Accounting Officer 10 July 2008

Audit Opinion

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

I certify that I have audited the consolidated financial statements of the National Museum of Science & Industry for the year ended 31 March 2008 under the Museums and Galleries Act 1992. These comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet and Museum Balance Sheet, the Consolidated Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Board of Trustees, the Director and Auditor

The Board of Trustees and the Director, as Accounting Officer, are responsible for preparing the Annual Report, which includes the Remuneration Report and the financial statements in accordance with the Museums and Galleries Act 1992 and the Secretary of State for Culture, Media and Sport's directions made thereunder, and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of the Board of Trustees' and Director's Responsibilities.

My responsibility is to audit the financial statements and the part of the remuneration report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Museums and Galleries Act 1992 and the Secretary of State for Culture, Media and Sport's directions made thereunder. I report to you whether, in my opinion, the information which comprises 'Structure, Governance and Management', Review of 2007-08 and plans for the future', pages 14 and 15 of the 'Financial Review'; and 'Reference and administrative details of the charity, its Trustees and advisers', is consistent with the Financial Statements. I also report whether in all material respects the incoming and outgoing resources funded by Parliament included in the Trustees' Annual Report, have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if, in my opinion, the National Museum of Science & Industry has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed.

I review whether the Statement of Internal Control reflects the National Museum of Science & Industry's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of National Museum of Science & Industry's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This information comprises the other information contained in the Trustees' Annual Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Board of Trustees and the Director in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the National Museum of Science & Industry and the group's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error and that in all material respects the expenditure, income and resources funded by Parliament have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Museums and Galleries Act 1992 and directions made thereunder by the Secretary of State for Culture, Media and Sport, of the state of the National Museum of Science & Industry and the group's affairs as at 31 March 2008 and of its incoming resources and application of resources of the group for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Museum and Galleries Act 1992 and the Secretary of State for Culture, Media and Sport's directions made thereunder; and
- information, which comprises Structure, Governance and Management, Review of 2007-08 and plans for the future, pages 14 and 15 of the Financial review, and 'Reference and administrative details of the Charity, its Trustees and Advisers, included within the Trustees' Annual Report, is consistent with the financial statements.

Opinion on Regularity

- In my opinion, in all material respects, the incoming and outgoing resources funded by Parliament have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

T J Burr
Comptroller and Auditor General

National Audit Office
151 Buckingham Palace Road
Victoria
London SW1W 9SS

NATIONAL MUSEUM OF SCIENCE & INDUSTRY

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR YEAR ENDED 31 MARCH 2008

	Notes	2008 unrestricted funds	2008 restricted funds	2008 endowment fund	2008 total	2007 total
		£000	£000	£000	£000	£000
Incoming resources						
Incoming resources from generated funds						
Voluntary income						
Grant in Aid from DCMS	2	38,359	125	–	38,484	36,697
Grants, legacies and donations	3	484	3,254	–	3,738	5,443
Activities for generating funds						
Income from commercial activities		13,880	102	–	13,982	13,966
Rental income from operating leases		440	–	–	440	459
Investment income	5	576	–	5	581	365
Incoming resources from charitable activities						
Lottery income	2	–	881	–	881	627
Sponsorship		63	1,551	–	1,614	2,234
Other income	4	2,025	–	–	2,025	2,741
Total incoming resources		**55,827**	**5,913**	**5**	**61,745**	**62,532**
Resources expended						
Costs of generating funds						
Costs of generating voluntary income		3,149	63	–	3,212	3,706
Commercial costs (fundraising trading: costs of goods sold and other)		12,990	–	–	12,990	13,437
Charitable activities						
Care for and research into collections		12,671	5,535	–	18,206	15,451
Science education and communication		14,280	9,951	–	24,231	24,168
Visitor services		9,473	2,903	–	12,376	12,231
Governance costs		399	–	–	399	365
Total resource expended	6	**52,962**	**18,452**	**–**	**71,414**	**69,358**
Notional cost of capital	8	1,082	3,910	–	4,992	4,895
Total resource expended including notional costs		**54,044**	**22,362**	**–**	**76,406**	**74,253**
Net incoming/(outgoing) resources		**1,783**	**(16,449)**	**5**	**(14,661)**	**(11,721)**
Gain on revaluation of assets	10	1,838	23,383	–	25,221	2,432
Reversal of notional costs		1,082	3,910	–	4,992	4,895
Transfer between funds		1	(1)	–	–	–
Net movement in funds		**4,704**	**10,843**	**5**	**15,552**	**(4,394)**
Fund balances brought forward at 01.04.07		**27,390**	**232,244**	**90**	**259,724**	**264,118**
Fund balances carried forward at 31.03.08		**32,094**	**243,087**	**95**	**275,276**	**259,724**

All operations of the Museum continued throughout both periods and no operations were acquired or discontinued in either period. The Museum has no recognised gains and losses other than those above and consequently no separate statement of total recognised gains and losses has been presented.

The notes on pages 39 to 57 form part of these accounts.

NATIONAL MUSEUM OF SCIENCE & INDUSTRY
BALANCE SHEETS AS AT 31 MARCH 2008

	Notes	CONSOLIDATED BALANCE SHEET 2008 £000	CONSOLIDATED BALANCE SHEET 2007 £000 re-classified	MUSEUM BALANCE SHEET 2008 £000	MUSEUM BALANCE SHEET 2007 £000
Fixed assets					
Intangible assets	9	–	3	–	-
Tangible assets	10	254,611	242,056	248,173	235,704
Heritage assets	11	14,112	12,827	14,112	12,827
Investments	7	–	–	411	411
		268,723	**254,886**	**262,696**	**248,942**
Current assets					
Stock		659	605	–	–
Debtors	14	4,664	5,914	7,637	8,203
Short-term deposits		8,500	8,500	8,500	8,500
Cash in hand and at bank		2,779	57	769	(451)
		16,602	**15,076**	**16,906**	**16,252**
Creditors: amounts falling due within one year	15.1	**(6,586)**	**(6,434)**	**(4,150)**	**(4,716)**
Net current assets		**10,016**	**8,642**	**12,756**	**11,536**
Total assets less current liabilities		**278,739**	**263,528**	**275,452**	**260,478**
Creditors: amounts falling due after one year	15.2	**(2,653)**	**(2,910)**	(483)	(533)
Provisions for liability and charges	17	**(810)**	**(894)**	(731)	(807)
Net assets		**275,276**	**259,724**	**274,238**	**259,138**
Represented by:					
Restricted funds					
Sponsorship, Grants and Donations Reserve		2,677	4,460	2,677	4,460
Revaluation Reserve		41,896	22,169	41,896	22,169
Capital Projects Fund		198,514	205,615	198,514	205,615
Unrestricted funds	19.1	**243,087**	**232,244**	**243,087**	**232,244**
Designated funds					
Museum Improvement Reserve		6,969	4,581	6,969	4,581
Collections Purchase Fund		519	79	519	79
Revaluation Reserve		4,906	3,272	3,351	2,040
Capital Projects Fund		17,558	17,727	17,558	17,727
Contingency Fund		1,500	645	1,500	645
Post Office Building Purchase Reserve		300	200	300	200
General funds		342	886	859	1,532
	19.2	**32,094**	**27,390**	**31,056**	**26,804**
Total income funds		**275,181**	**259,634**	**274,143**	**259,048**
Endowment Funds		**95**	**90**	**95**	**90**
Total Funds		**275,276**	**259,724**	**274,238**	**259,138**

The Rt Hon Lord Waldegrave of North Hill
Chairman of the Board of Trustees — 10 July 2008

Sir William Wells
Chairman of the Audit Committee and Trustee — 10 July 2008

Martin J Earwicker
Director and Accounting Officer — 10 July 2008

The notes on pages 39 to 57 form part of these accounts

NATIONAL MUSEUM OF SCIENCE & INDUSTRY
CONSOLIDATED CASH FLOW FOR THE YEAR TO 31 MARCH 2008

	Note	2008 £000	2007 £000
Net cash inflow from operating activities	20.1	7,712	8,433
Returns on investments and servicing of finance	20.2	509	291
Capital expenditure	20.2	(5,449)	(5,533)
Management of liquid resources	20.2	–	(3,500)
Financing	20.2	(50)	(46)
Increase/(decrease) in cash		**2,722**	**(355)**

Reconciliation of net cash flow to movement in net funds

Increase/(decrease) in cash in the period		2,722	(355)
Increase in liquid resources		–	3,500
Decrease in debt and lease financing		50	46
Change in net fund resulting from cash flow	20.3	**2,772**	**3,191**
Net funds as at 1 April	20.3	**7,897**	**4,706**
Net funds at 31 March	20.3	**10,669**	**7,897**

The notes on pages 39 to 57 form part of these accounts

NOTES TO THE CONSOLIDATED ACCOUNT FOR THE YEAR ENDED 31 MARCH 2008

1 STATEMENT OF ACCOUNTING POLICIES

1.1 Accounting convention

The accounts have been prepared under a historical cost convention as modified by the revaluation of certain fixed assets, and comply with the requirements of Accounting and Reporting by Charities: Statement of Recommended Practice 2005 (the SORP), applicable accounting standards and the 2007-08 Government Financial Reporting Manual (the FReM). The accounting policies contained in the FReM follow UK generally accepted accounting practice for companies (UK GAAP) to the extent that it is meaningful and appropriate to the public sector. The accounts follow the Accounts Direction issued by the Department for Culture, Media and Sport in a form directed by the Secretary of State.

Consolidated accounts have been prepared which include the Museum and its subsidiary companies, NMSI Trading Ltd and Bradford Film Ltd.

1.2 Incoming resources

All income is accounted for on a receivable basis. Grant in Aid from the Department for Culture, Media and Sport is taken to Statement of Financial Activities in the year in which it is received. Except where it is has been allocated for a specific purpose, it is disclosed as unrestricted income. Grant income, sponsorship and donation income including Lottery income is recognised as income when the conditions for its receipt have been met. (Notes 2, 3, 4, 5)

1.3 Expenditure

Expenditure is classified under the principal categories of charitable and other expenditure rather than the type of expense, in order to provide more useful information to users of financial statements. An analysis of resources expended is set out at note 6.1.1

Costs of generating voluntary income include fundraising and publicity costs incurred in seeking voluntary contributions to the Museum, and in publicising the Museum.

Charitable expenditure comprises direct expenditure including direct staff costs attributable to the activity. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with use of the resources as set out in note 6.1.2

Governance costs are the costs associated with the governance arrangements and the costs associated with the strategic management of the charity's activities. These costs include internal and external audit, legal advice for Trustees and costs associated with constitutional and statutory requirements.

1.4 Amortisation, fixed-assets valuation and depreciation

The intangible asset had been written off in equal instalments over its estimated economic life of 3 years.

Depreciation is provided on all tangible assets, other than freehold land, at rates calculated to write off the cost or valuation of each asset evenly over its expected useful life. A full year of depreciation is charged in the year of capitalisation and none in the year of disposal.

Land	Not depreciated
Freehold, leasehold and residential buildings	10 to 50 years
Plant and machinery	5 to 25 years
Galleries and exhibitions	5 to 15 years
Information technology and audio-visual equipment	3 to 10 years
Fixtures and fittings	3 to 10 years

Fixed assets are defined as assets costing £5,000 or more with a useful life of greater than 1 year. A fixed asset impairment review is undertaken annually. Freehold and leasehold buildings includes both the building structure with a life of between 10 and 50 years and building fit-out (including such items as lift shafts, raised floors, ventilator ducts) with a life of 10-30 years.

These land and buildings were valued by Drivers Jonas, Chartered Surveyors as at 31 March 2004 in accordance with the RICS Appraisal and Valuation Manual. Since then, assets have been revalued to current cost using a range of appropriate price indices. Galleries and exhibitions have not been revalued as the current cost is equal to their actual cost but the lives of these assets are reviewed annually to reflect their true value. The difference between current cost and historic cost depreciation is taken to the Revaluation Reserve.

1.5 Collection objects

As the collection is considered to be inalienable, no past valuation is attempted whether for purchased or donated objects and no amount is included for collections acquired on or before 31 March 2001 in the Balance Sheet. Additions to the collections acquired since 1 April 2001 with a purchase price greater than £5,000 or objects donated with an estimated value greater than £10,000 are capitalised and recognised in the Balance Sheet, where such a cost or valuation is reasonably obtainable and reliable. For the valuation of donated objects, reliance is placed on the professional knowledge expertise of the Museum's in-house curatorial staff. Collections objects are not depreciated or revalued.

Purchases of items at a price less than £5,000 for the collection are charged to the Statement of Financial Activities in the year of acquisition.

1.6 Stock

Stock is stated at the lower of cost and net realisable value and comprises goods for resale.

1.7 Leases

Costs relating to operating leases are charged to the Statement of Financial Activities over the life of the lease.

1.8 Pensions

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS), which is a non-contributory and unfunded scheme. Although the scheme is a defined benefit scheme, liability for payment of future benefits is a charge to the PCSPS. The NMSI, and other bodies covered by the PCSPS, meet the cost of pension cover provided for the staff they employ by payment of charges calculated on an accruing basis.

There is a separate scheme statement for the PCSPS as a whole. Pension contributions are paid at rates determined from time to time by the Government Actuary and advised by the Treasury.

NMSI Trading Ltd operates a defined contribution pension scheme, the assets of which are held separately in an independently administered fund. Contributions are charged to the Statement of Financial Activities as they become payable, in accordance with the rules of the scheme.

1.9 Early Retirement Scheme

The Museum operates an Early Retirement and Severance Scheme, which gives retirement benefits on redundancy terms to certain qualifying employees. These benefits conform to the rules of the Principal Civil Service Pension Scheme. The Museum pays annual compensation payments to those employees retired under the Early Retirement and Severance Scheme.

The total forecast annual compensations payments liability up to normal retiring age in respect of each employee is charged to the Statement of Financial Activities in the year in which the employee takes early retirement. The Early Retirement provision is recalculated annually informed by updated information. Funds are released from the provision annually to fund annual compensation payments made in the year. (Note 17.1)

1.10 Taxation

There are no sources of income received by NMSI liable to Corporation Tax and no provision has therefore been made.

For NMSI Trading Ltd and Bradford Film Ltd, provision is made at current rates of taxation deferred in respect of all material timing differences except to the extent that, in the opinion of the Directors, there is reasonable probability that the liability will not arise in the foreseeable future. Under a deed of covenant with NMSI, all taxable profits are paid to the Museum and there is no liability to taxation.

1.11 Investments

Funds identified as surplus to working capital in the short or longer-term are invested to maintain their value over time. The value of the Museum's investment in its trading subsidiary is disclosed at cost.

1.12 Foreign Currencies

Transactions in foreign currencies are recorded at the rate ruling at the time of the transaction and, at year end, balances are restated at the year end rate. All exchange differences are taken to the Statement of Financial Activities. For significant purchases, an option to purchase currency at an agreed exchange rate at a forward date is secured at the time of contract.

1.13 Notional Costs

In accordance with Treasury guidance, notional cost of capital, at 3½%, is charged in the Statement of Financial Activities in arriving at a net incoming/(outgoing) resources figure. This notional cost is reversed so no provision is included on the Balance Sheet.

1.14 Provisions

Provisions are made when an obligation exists for a future liability in respect of a past event and where the amount of the obligation can be reliably estimated. Discount rates provided by H M Treasury are used in current value calculations for long term commitments.

1.15 Accounts Direction

A copy of the Accounts Direction issued to the National Museum of Science & Industry by the Department for Culture, Media and Sport may be obtained from the Finance Director at the Science Museum, Exhibition Road, London SW7 2DD.

2. MUSEUM STATEMENT OF FINANCIAL ACTIVITIES

	2008 £000	2007 £000
Incoming resources		
Incoming resources from generated funds		
Grant in Aid from DCMS	38,484	36,697
Voluntary income (grants, legacies and donations)	3,540	5,258
Activities for generating funds		
Income from commercial activities	2,896	2,767
Rental income from operating leases	132	121
Investment income	668	488
Income resources from charitable activities		
Lottery income	881	627
Sponsorship	-	120
Other income	2,025	2,741
Total incoming resources	**48,626**	**48,819**
Resources expended		
Cost of generating funds		
Costs of generating voluntary income	3,212	3,706
Charitable activities		
Care for and research into collections	18,206	15,451
Science education and communication	24,231	23,983
Visitor services	12,376	12,231
Governance costs	399	365
Total resource expended	**58,424**	**55,736**
Operating surplus/(deficit)	(9,798)	(6,917)
Revaluation of assets	24,898	2,432
Surplus/(deficit) for the year	**15,100**	**(4,485)**
Reserves brought forward	**259,138**	**263,623**
Reserves carried forward	**274,238**	**259,138**

Grant in Aid of £38,484k was received from the Department for Culture, Media and Sport during the year (2006-07, £36,697k). This represents 65.9% of the annual resources expended in running the organisation. The balance of funding needs, including most capital improvements, is delivered from resources that are self-generated. £4,250k (the capital element) of the Grant in Aid was used for refurbishment and renewals of buildings, improving the storage standards of library and archive collections and investment in ICT infrastructure.

3. VOLUNTARY INCOME

	2008 £000	2007 £000
Grants (excluding Lottery grants and European Union grants)	1,697	3,172
European Union grants	73	585
Value of donated capital assets and heritage assets	1,516	1,180
Value of donated goods and services	110	347
Individual donations	299	110
Patrons' scheme	43	49
	3,738	**5,443**

4. OTHER INCOME

Other income arises from project self-generated income, conference and educational events, locomotive hire and cloakroom payments.

5. INVESTMENT INCOME

Consolidated investment income of £581k (2006-07 £365k) arose through interest earned from investing surplus funds.

6 TOTAL RESOURCES EXPENDED

6.1.1 Analysis by functional purpose

	Direct costs £000	Support costs £000	Depreciation and loss on disposal £000	2008 Total £000	2007 Total £000
Cost of generating funds					
Costs of generating voluntary income	2,720	406	86	3,212	3,706
Fundraising trading: cost of goods sold and other costs	12,458	-	532	12,990	13,437
Charitable activities					
Care for and research into collections	9,314	3,548	5,344	18,206	15,451
Science education and communication	11,266	4,004	8,961	24,231	24,168
Visitor services	5,700	3,282	3,394	12,376	12,231
Governance costs	159	240	–	399	365
	41,617	**11,480**	**18,317**	**71,414**	**69,358**

The £5.3m depreciation and loss on disposal figure for care for and research into collections includes a £1m arising from the write off of expenditure incurred in connection with the development of the Science Museum at Swindon which had previously been recognised as an asset under construction.

6.1.2 Support cost allocation

	Management (1) £000	Finance (2) £000	Human Resources (3) £000	Information Technology (4) £000	Estates (5) £000	Total £000
Costs of generating voluntary income	56	56	98	196	–	406
Care for and research into the collections	192	188	269	312	2,587	3,548
Science education and communication	234	229	461	493	2,587	4,004
Visitor services	119	116	308	152	2,587	3,282
Governance	74	160	6	–	–	240
Total	**675**	**749**	**1,142**	**1,153**	**7,761**	**11,480**

Costs were allocated to each activity on the basis defined below:
(1) Management – in proportion to the expenditure
(2) Finance – in proportion to the expenditure
(3) Human Resources – in proportion to the number of full-time equivalent staff
(4) Information Technology – in proportion to the number PCs/terminals
(5) Estates – divided equally over the three charitable activities.

6.2 Staff

6.2.1 Staff costs

	2008 £000	2007 £000 re-classified
Salaries and wages	20,145	20,448
Social Security costs	1,579	1,648
Other pension costs (Museum only)	2,397	2,566
Pension contributions (NMSI Trading Ltd and Bradford Film Ltd)	164	186
Movements on Early Retirement provision		
• Refund due to transfer out of the Early Retirement provision into an ill-health scheme	–	(119)
• Fund future costs of staff retiring in the year	166	41
• Revaluation of Early Retirement provision	17	49
Agency staff	883	979
Compensation and redundancy payments	481	344
	25,832	**26,142**

Capitalised staff costs to the value of £190k (2006-07, £190k) were excluded from the staff costs above. Payments of an ex-gratia nature amounted to £8,300.

6.2.2 Pension contributions

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but NMSI is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2007. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2007-08, employers' contributions of £2,363,106 were payable to PCSPS (2006-07 £2,566,402) at one of four rates in the range 17.1% to 25.5% of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. From 2008-09, the salary bands will be revised but the rates will remain the same. (The rates will be changing with effect from April 2009). The contribution rates are set to meet the cost of the benefits accruing during 2007-08 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension account with an employer contribution. Employers' contributions of £31,514 were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable pay. In addition employer contributions of £1,852, 0.8% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

None of the contributions due to the partnership pension providers were unpaid at the balance sheet date and none had been prepaid at that date.

The NMSI Trading Ltd Pension Scheme is a contracted-in group money-purchase scheme with optional contracted-out pensions to which NMSI Trading Ltd contributes 7% and the employee 5%. NMSI Trading Ltd pensions contributions of £163,670 were paid (2006-07 £185,619).

6.2.3 Trustees

The Chairman and Trustees (listed in the Annual Report) received no remuneration for their services but travel and subsistence expenses totalling £5,538 were paid to 11 Trustees.

6.2.4 Employees receiving remuneration over £60,000:

£	2008	2007
60,001– 65,000	5	2
65,001– 70,000	1	2
70,001–75,000	2	3
75,001– 80,000	4	4
80,001–85,000	2	–
85,001–90,000	1	1
90,001–95,000	–	1
95,001–100,000	2	2
110,001–115,000	–	1
125,001–130,000	1	1
135,001–140,000	1	–
140,001–145,000	1	–
	20	**17**

For 5 of these employees total remuneration includes BUPA contributions.
In the year contributions totalling £28k was paid to a defined contribution scheme on behalf of 5 employees who received remuneration over £60,000. For 13 of the staff included above, retirement benefits accrued under a defined benefit scheme.
The Director is included in the above figures, details of his remuneration are contained within the Remuneration report on pages 22-24 of the Annual Report.

6.2.5 Employees (full-time equivalents) analysed by activity are as follows:

	2008 Employment contract	2008 Other staff engaged	2008 Total	2007 Total
Care for and research into collections	164	4	168	159
Science education and communication	253	7	260	284
Visitor services	170	7	177	194
Costs of generating voluntary income	51	2	53	49
Fundraising and trading	132	7	139	142
Governance costs	3	–	3	1
Total	**773**	**27**	**800**	**829**

59 of the 800 employed staff were on fixed term contracts.
Of staff included in the above analysis, 11 have declared disabilities.
82 employees, of whom 80 were NMSI Trading Ltd employees, received benefits in kind in the form of BUPA contributions.

6.3.1 Other direct costs

Other direct costs included:	2008 NMSI £000	2008 NMSI Trading/ Bradford Film £000	2008 Total £000	2007 Total £000
Auditors' remuneration – audit fees	57	30	87	86
Auditors' remuneration – grant certifications	6	–	6	2
Lease rental payments on land and buildings	88	–	88	88
Lease rental payments on equipment	110	5	115	77
Lease rental payments on vehicles	32	–	32	37

7.1 NMSI TRADING LTD

The Board of Trustees of the Science Museum owns the whole of the issued share capital of 411,000 shares of NMSI Trading Ltd, a company registered in England and Wales. The company's principal activities are retailing, catering, corporate hire, corporate partnership, temporary exhibitions and interactive production and providing services to the Museum for admissions, public relations, sponsorship and fundraising. Bradford Film Ltd is a company limited by guarantee for which NMSI Trading Ltd is the sole member. A total of 500,000 shares at £1 nominal in NMSI Trading Ltd have been authorised, of which 411,000 shares have been issued. These are held by the Board of Trustees of the Science Museum. Under a Deed of Covenant, all taxable profits from NMSI Trading Ltd are paid to NMSI. NMSI Trading Ltd has been gifted shares in Science Exhibitions Ltd as part of the outsourcing of exhibition development to Science & Media Ltd.

Consolidated Profit and Loss Account for the year ended 31 March 2008

	2008 £000	2007 £000 [re-classified]
Turnover	13,783	13,962
Cost of sales	(4,513)	(4,899)
Gross profit	9,270	9,063
Administrative expenses	(12,179)	(11,429)
Other operating income	5,998	5,420
Operating profit	3,089	3,054
Interest receivable	44	20
Interest payable	(201)	(216)
Profit on disposal of asset	95	–
Profit on ordinary activities before taxation	**3,027**	**2,858**
Tax on profit on ordinary activities	–	–
Profit for the financial year	3,027	2,858
Covenant	(2,897)	(2,767)
Retained profit for the financial year	130	91

Statement of total recognised gains and losses for the year ended 31 March 2008

Profit for the financial year	130	91
Unrealised surplus on revaluation of properties	323	–
Total recognised gains and losses related to the year	453	91

7.2 NMSI Trading Ltd Consolidated Balance Sheet

	2008 £000	2007 £000 re-classified
Intangible assets	–	3
Tangible fixed assets	6,438	6,352
Stock	659	605
Debtors	2,540	2,593
Bank and cash	2,011	507
Creditors due within one year	(7,949)	(6,600)
Creditors due after one year	(2,170)	(2,376)
Provisions	(79)	(87)
Net assets	**1,450**	**997**

Re-classification of the comparatives is due to recognition of the balance on the IMAX maintenance reserve as a provision rather than an accrual within current creditors.

7.3 Subsidiary companies

The National Museum of Science & Industry has NMSI Trading Ltd as a subsidiary. NMSI Trading Ltd has National Science Centre Ltd, Wide Eye Management Company Ltd, Lift Off Interactives Ltd, Science Shops Ltd, Launch Pad Ltd, Curricula Ltd and Curriculum Ltd as dormant subsidiaries. Bradford Film Ltd, a company limited by guarantee, is a subsidiary of NMSI Trading Ltd.

8 NOTIONAL COST OF CAPITAL

Notional cost of capital is calculated as 31/2% of the average capital employed by the Museum (excluding externally funded assets) in the year. The notional charge for 2007-08 is £4,992k (2006-07 £4,895k).

9 INTANGIBLE ASSETS

	2008 £000
Cost or revalued amount as at 01.04.07	15
Cost as at 31.03.08	**15**
Amortisation as at 01.04.07	12
Amortisation during year	3
Amortisation as at 31.03.08	**15**
Net book value at 31.03.08	**–**
Net book value at 31.03.07	3

All intangible assets costs relate to development costs of an NMSI Trading Ltd website.

10. TANGIBLE FIXED ASSETS

10.1 Consolidated assets

	Land and buildings	Plant and machinery	Galleries and exhibitions	Fixtures and fittings	Information technology & audio-visual equipment	Assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000
Cost or revalued amount as at 01.04.07	198,554	64,986	24,866	3,216	902	2,220	294,744
Transfers from assets under construction	1,077	–	89	–	–	(1,166)	–
Additions during year	2,291	259	1,327	699	55	1,020	5,651
Disposals	–	(8)	(2,236)	–	(103)	–	(2,347)
Write off assets under construction	–	–	–	–	–	(1,038)	(1,038)
Movement on assets as part of the revaluation process	25,221	–	–	–	–	–	25,221
Cost or revalued amount as at 31.03.08	**227,143**	**65,237**	**24,046**	**3,915**	**854**	**1,036**	**322,231**
Depreciation as at 01.04.07	16,025	19,881	14,113	2,089	580	–	52,688
Disposals	-	(7)	(2,236)	–	(84)	–	(2,327)
Charge for the year	4,929	5,735	2,060	303	170	–	13,197
Revaluation depreciation	3,392	656	–	5	9	–	4,062
Depreciation as at 31.03.08	**24,346**	**26,265**	**13,937**	**2,397**	**675**	**–**	**67,620**
Net book value at 31.03.08	**202,797**	**38,972**	**10,109**	**1,518**	**179**	**1,036**	**254,611**
Net book value at 31.03.07	182,529	45,105	10,753	1,127	322	2,220	242,056

The net book value at 31 March 2008 represents fixed assets for:

	Land and buildings	Plant and machinery	Galleries and exhibitions	Fixtures and fittings	Information technology & audio-visual equipment	Assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000
Charitable activities	198,946	37,102	10,047	863	179	1,036	248,173
Other activities	3,851	1,870	62	655	–	–	6,438
Total	**202,797**	**38,972**	**10,109**	**1,518**	**179**	**1,036**	**254,611**

10.2 Museum assets

	Land and buildings	Plant and machinery	Galleries and exhibitions	Fixtures and fittings	Information technology & audio-visual equipment	Assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000
Cost or revalued amount as at 01.04.07	195,026	61,705	23,025	815	902	2,220	283,693
Transfers from assets under construction	1,077	–	89	–	–	(1,166)	–
Additions during year	2,291	241	1,327	422	55	1,020	5,356
Disposals	–	(8)	(694)	–	(103)	–	(805)
Write off assets under construction	–	–	–	–	–	(1,038)	(1,038)
Revaluation	24,898	–	–	–	–	–	24,898
Cost or revalued amount as at 31.03.08	**223,292**	**61,938**	**23,747**	**1,237**	**854**	**1,036**	**312,104**
Depreciation as at 01.04.07	16,025	18,629	12,496	259	580	–	47,989
Disposals	-	(7)	(694)	–	(84)	–	(785)
Charge for the year	4,929	5,558	1,898	110	170	–	12,665
Backlog depreciation	3,392	656	–	5	9	–	4,062
Depreciation as at 31.03.08	**24,346**	**24,836**	**13,700**	**374**	**675**	**–**	**63,931**
Net book value at 31.03.08	**198,946**	**37,102**	**10,047**	**863**	**179**	**1,036**	**248,173**
Net book value at 31.03.07	179,001	43,076	10,529	556	322	2,220	235,704

The land and buildings were valued by Drivers Jonas, Chartered Surveyors as at 31 March 2004 in accordance with the RICS Appraisal and Valuation Manual. The South Kensington site was valued on the basis of depreciated replacement cost and the remaining property at open market value on the basis of existing use. The valuations were carried out in accordance with guidelines laid down by the Royal Institution of Chartered Surveyors. Under the impact of FRS15, which requires the different building components to be separated out, the plant and machinery elements of buildings have been included under 'Plant and machinery' while building fit-out elements (lift shafts, ventilation ducts, raised floors etc) are included with buildings. Values have been adjusted in 2008 using indices on which there was significant movement 2007-08: 12.78%, (2006-07: 0%).

The Science Museum was transferred from the Secretary of State for the Environment on 10 August 2001. Wroughton Airfield was transferred from the Secretary of State for Defence to the Science Museum on 27 July 1997. The buildings and land relating to the National Railway Museum were transferred from the Secretary of State for the Environment on 1 August 1997. The Royal Naval Air Yard was purchased from the Ministry of Defence on 31 March 2000. All are valued in accordance with valuations carried out, as above, at 31 March 2004, and have been revalued by indexation in the year to March 2008.

Blythe House is currently occupied by the British Museum, the Science Museum and the Victoria and Albert Museum. The freehold title is held by the Office of the Deputy Prime Minister, although ministerial responsibility for all museum estate issues has subsequently transferred to the Secretary of State for Culture, Media and Sport. As a longstanding tenant of Blythe House, NMSI brought a one-third share of the value established by Drivers Jonas at March 2004 onto the Balance Sheet of NMSI as beneficial user.

10.3 LAND AND BUILDINGS

	Net book value at 31.03.08			Net book value at 31.03.07
	Museum assets £000	NMSI Trading assets £000	Total £000	Total £000
Freehold	137,465	2,847	140,312	157,906
Freehold residential properties	595	–	595	539
Long leasehold (i)	15,951	–	15,951	14,630
Buildings fit out on long leasehold properties	44,935	–	44,935	8,449
Short leasehold	–	1,004	1,004	1,005
	198,946	**3,851**	**202,797**	**182,529**

(i) Defined as leases with more than 50 years to run at Balance Sheet date.

11 HERITAGE ASSETS

At 31 March 2008, the cost of heritage assets was £14,112k (2006-07, £12,827k). During the the year heritage assets valued at £1,285k were donated to the collections. No capitalised collection objects were disposed of during the year. Heritage assets are not subject to depreciation or indexation.

12 COMMITMENTS UNDER OPERATING LEASES

As at 31 March 2008, NMSI had annual commitments under non-cancellable operating leases as set out below:

	2008 Land & buildings £000	2008 Vehicles £000	2008 Equipment £000	2008 Total £000	2007 Land & buildings £000	2007 Vehicles £000	2007 Equipment £000	2007 Total £000
Operating leases which expire:								
Within one year	5	–	1	6	5	16	3	24
In the second to fifth year	21	–	133	154	–	11	70	81
Over five years	62	39	–	101	82	–	–	82
	88	**39**	**134**	**261**	**87**	**27**	**73**	**187**

13 CAPITAL COMMITMENTS

At the Balance Sheet date there were no capital commitments.

14 DEBTORS

	Consolidated		Museum	
	2008	2007	2008	2007
	£000	£000	£000	£000
Trade debtors	3,049	3,697	683	1,284
Provision for bad debts	(37)	(55)	(5)	(9)
Other debtors	108	211	92	195
Prepayments and accrued income	1,088	2,521	898	2,311
Taxation recoverable (VAT)	456	436	456	436
Specific grant provision	–	(896)	–	(896)
Museum loans to NMSI Trading Ltd.	–	–	2,797	2,897
Intercompany current account	–	–	2,716	1,985
	4,664	**5,914**	**7,637**	**8,203**

14.1 Loans to trading subsidiary

Purpose of loan	£000	Interest payable
Future purchase of leasehold interest in the Old Meteorological Building, Exhibition Road	1,005	0%, subject to continuing provision to the Museum of office accommodation
Purchase of land at Leeman Road, York	1,292	1% above Bank of England Base rate
Working capital loan	500	1% above Bank of England Base rate

All loans held by the Trading subsidiary are repayable on demand and are secured by a floating charge on all of the subsidiary's assets. The Museum has confirmed that it will not call the loans for repayment until, at the earliest 30 June 2009, then subject to the ability of the subsidiary to make repayments.

15 CREDITORS

15.1 Amounts falling due within one year

	Consolidated		Museum	
	2008	2007 re-classified	2008	2007
	£000	£000	£000	£000
Trade creditors	2,833	2,509	1,959	1,887
Other creditors	182	297	182	297
Accruals and deferred income	3,023	3,168	1,665	2,122
Taxation and social-security costs	492	410	344	410
Bank loan	56	50	–	–
	6,586	**6,434**	**4,150**	**4,716**

15.2 Amounts falling due after one year

	Consolidated		Museum	
	2008	2007	2008	2007
	£000	£000	£000	£000
Bank loan	554	610	–	–
Deferred income: advance rent (i)	483	533	483	533
Deferred income: grants and donations (ii)	1,616	1,767	–	–
	2,653	**2,910**	**483**	**533**

(i) The advance rent will be recognised as income in instalments of £50,000 per annum over the next 11 years.

(ii) Grants and donations received in respect of the acquisition of two IMAX cinema projectors will be released to the Statement of Financial Activities in instalments of £150,862 per annum over the next 12 years. Since these assets are owned by NMSI Trading Ltd, SSAP4 defines the appropriate accounting treatment as opposed to SORP 2005.

16 INTRA-GOVERNMENT BALANCES

	Debtor balance £000	Creditor balance £000
Balances with central government bodies	298	339
Balances with local authorities	–	163
Balances with public corporations and trading funds	6	–

17 PROVISIONS

	2008 £000	2007 £000
Early retirement provision	731	807
IMAX maintenance provision	79	87
	810	**894**

17.1 Provision for Early Retirement

	2008 £000	2007 £000
Opening balance at 01.04.07	807	1,090
Increase in provision: future liability for new early retirees	166	41
Write-back provision for employee transferred out of the scheme on ill health grounds	–	(92)
Revaluation of provision	17	49
Utilisation of provision	(259)	(281)
Closing balance at 31.03.08	**731**	**807**
Liability due within one year	227	245
Liability due after one year	504	562

The final charge against the provision will be in the year to March 2014.The amount of the provision anticipates increases of 3.25% per annum in the cost of the compensation payments payable to those ex-employees who have reached the age of 55. In accordance with FRS12 guidance the sum provided is equivalent to the present value of expenditures expected to be required to settle the obligation. In accordance with Treasury guidance on the discounting of pension liabilities the discount factor applied is 1.8%.

18 FINANCIAL INSTRUMENTS

18.1 Liquidity risk

Approximately 62% of NMSI's income is provided by Grant in Aid from the Department for Culture, Media and Sport. 20% of NMSI's income is from a wide range of commercial activities. As a result, NMSI is not exposed to significant liquidity risks.

Amounts due in relation to financial liabilities, NMSI Trading Ltd borrowings, are:

	2008 £000	2007 £000
Loan not wholly repayable within five years:	610	660
Analysis of maturity of debt		
Within one year of demand	56	50
Between one and two years	61	55
Between two and five years	223	203
After five years	270	352
	610	**660**
Amount repayable by instalments any of which fall for payment after five years	270	352

The leasehold interest in the Old Meteorological Building at Exhibition Road, London (net book value at 31.03.08 £1,004,697) is subject to a mortgage equal to the total amount of the bank loan shown above.

18.2 Interest-rate risk

One hundred per cent of both NMSI's financial liabilities carry nil or fixed rates of interest. NMSI is not therefore exposed to significant interest-rate risk. The average rate of interest earned on short-term treasury deposits during the year was 4.6%.

18.3 Financial liabilities

	Total	Floating rate financial liabilities	Fixed rate financial liabilities	Non-interest bearing financial liabilities
	£000	£000	£000	£000
At 31.03.08	1,058	–	554	504
At 31.03.07	1,172	–	610	562

18.4 Foreign-currency risk

NMSI's exposure to foreign currency is not significant.

19 STATEMENT OF FUNDS

19.1 Statement of restricted funds

	Sponsorship, Grants and Donations Reserve £000	Capital Projects Fund £000	Collection Purchases Fund £000	Revaluation Reserve £000	Total restricted funds £000
Opening balances at 01.04.07	4,460	205,615	–	22,169	232,244
Income	4,628	–	1,285	–	5,913
Expenditure	(3,845)	(10,951)	–	(3,656)	(18,452)
Gain/(Loss) on revaluation of assets	–	–	–	23,383	23,383
Transfers:					
Capitalisation of donated heritage assets	–	1,285	(1,285)	–	–
Capitalisation of donated fixed assets	(231)	231	–	–	–
Capitalised project expenditure	(2,334)	2,334	–	–	–
Transfer to unrestricted reserves	(1)	–	–	–	(1)
Closing balances at 31.03.2008	**2,677**	**198,514**	**–**	**41,896**	**243,087**

19.2 Statement of unrestricted funds

	Museum Improvement Reserve	Capital Projects Fund	Collections Purchase Fund	Revaluation Reserve	Counting-ency Fund	Post Office Building Purchase Reserve	Total designated funds	General funds	Total unrestricted funds
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Opening balances at 01.04.07	4,581	17,727	79	3,272	645	200	26,504	886	27,390
Income	10,771	–	–	–	–	–	10,771	45,056	55,827
Expenditure	(6,853)	(1,734)	–	(204)	–	–	(8,791)	(44,171)	(52,962)
Gain/(Loss) on revaluation of assets	–	–	–	1,838	–	–	1,838	–	1,838
Capitalised project expenditure	(1,719)	1,719	–	–	–	–	–	–	–
Capitalisation of non-collection object additions purchased using operating budgets	–	34	–	–	–	–	34	(34)	–
Transfer to increase Collections Purchase Fund	–	–	440	–	–	–	440	(440)	–
Transfer to replenish Contingency Fund	–	–	–	–	855	–	855	(855)	–
Annual transfer to Post Office Building Reserve	–	–	–	–	–	100	100	(100)	–
Transfer between Capital Projects and Revaluation Reserves	189	(188)	–	–	–	–	1	–	1
Closing balances at 31.03.08	**6,969**	**17,558**	**519**	**4,906**	**1,500**	**300**	**31,752**	**342**	**32,094**

19.3 Analysis of group net assets between funds

Fund balances at 31 March 2008 are represented by:	Unrestricted fund £000	Restricted fund £000	Endowment fund £000	Total £000
Tangible fixed assets	28,195	226,416	–	254,611
Heritage assets	118	13,994	–	14,112
Current assets	13,642	2,865	95	16,602
Current liabilities	(6,398)	(188)	–	(6,586)
Long term liabilities	(2,653)	–	–	(2,653)
Provisions	(810)	–	–	(810)
Total net assets	**32,094**	**243,087**	**95**	**275,276**

19.4 Funds

19.4.1 Restricted funds

Where a donor or sponsor has specified a particular purpose for a donation, grant or sponsorship income, that income is shown as restricted income in the year in which receipt is due.

Sponsorship, Grants and Donations Reserve

Sponsorship income, grants and donations received for specific projects or events are shown as restricted income and credited to a Sponsorship, Grants and Donations Reserve.

Collections Purchase Fund
Income received for the purchase of specific items or from the sale of objects is shown as restricted income and credited to the Collections Purchase Fund.

Revaluation Reserve
In the years between quinquennial professional revaluations the net replacement cost of property assets is adjusted by the BCIS Public Sector Tender Price Index; other assets are adjusted by appropriate ONS Price Indices. Upward revaluation movements based on price indices, insofar as they relate to assets purchased using restricted funding, are taken to the Restricted Revaluation Reserve. The additional current cost depreciation charge generated by indexation revaluation movements is charged to this Reserve.

Capital Projects Fund
This fund represents the net book value of fixed assets financed by restricted funds and is used to fund depreciation on these assets. For property assets, the net book value reflected in the fund is based on the quinquennial professional revaluation figure, the fund therefore encompasses an element of the revaluation movement.

19.4.2 Endowment fund
The Brink endowment fund is a permanent endowment established to advance the education in science of disadvantaged children. The income generated by the endowment is treated as restricted to the purpose of the fund.

19.4.3 Unrestricted designated funds
Where the Museum decides to commit to a specific project, an allocation is made to a designated fund. Income is recognised in the Statement of Financial Activities as it arises and is allocated as explained in the reconciliation and analysis of movements of the funds.

Collections Purchase Fund
Museum funds committed specifically to the purchase of objects for the collections are credited to the Collections Purchases Fund and released in the year in which expenditure takes place.

Revaluation Reserve
Upward revaluation movements based on price indices, insofar as they relate to assets purchased using unrestricted funding, are taken to the Designated Revaluation Reserve. The additional current cost depreciation charge generated by indexation revaluation movements is charged to this Reserve.

Capital Projects Fund
This fund represents the net book value of fixed assets financed by unrestricted funds and is used to fund depreciation on these assets. For property assets, the net book value reflected in the fund is based on the quinquennial professional revaluation figure, the fund therefore encompasses an element of the revaluation movement.

Museum Improvement Reserve
Museum funds committed to specific future project activity are credited to the Museum Improvement Reserve and released in the year in which the related expenditure takes place.

Contingency Reserve
Funds have been allocated to a Contingency Reserve to provide a reserve for use when significant unforeseen costs arise. The Reserve is normally kept at a level between £1m and £2m depending on the recent calls on the funds and the size of the current capital programme but is temporarily at a lower level to support the Early Retirement provision. The necessary level is reassessed annually as part of the budget activity and also when any major change in the level of activity is planned.

Post Office Building Purchase Reserve
The Museum is contracted to purchase the leasehold (99 years from 1995) of 'The Post Office Building' (formerly known as the Old Meteorological Building) Exhibition Road, for £1,004,697 in 2016, once the mortgage on the property is repaid by NMSI Trading Ltd. This fund represents monies set aside to meet this obligation.

19.4.4 General funds
General Funds are available for use in furtherance of the general objectives of the Museum and are usually allocated for expenditure in the year after they arise. Specific general reserves are detailed under designated funds.

20 CASH-FLOW INFORMATION

20.1 Reconciliation of net incoming resources to net cash inflow from operating activities

	2008 £000	2007 £000
Net outgoing resources	(14,661)	(11,721)
Cost of capital	4,992	4,895
Investment income (note 5)	(581)	(365)
Interest payable (note 20.2)	72	74
Donated fixed assets and heritage assets (note 19.1)	(1,516)	(1,180)
Release from deferred income provision	(201)	(201)
Amortisation (note 9)	3	5
Depreciation (note 10)	17,259	14,671
Profit on asset disposals	(75)	–
Write off of asset under construction	1,038	877
(Increase)/decrease in stocks	(54)	15
Decrease in debtors	2,164	1,640
Movements on bad debt & specific grant provisions (note 14)	(914)	4
Increase in creditors, excluding loans	270	2
Increase/(decrease) in pension provision (note 17.1)	183	(2)
In-year payments to early retirees (note 17.1)	(259)	(281)
Movement on IMAX provision in NMSI Trading (note 17)	(8)	–
Net cash inflow from operating activities	**7,712**	**8,433**

20.2 Gross cash flows

Returns on investments and servicing of finance	2008 £000	2007 £000
Interest received (note 5)	581	365
Interest paid	(72)	(74)
	509	**291**
Capital expenditure		
Receipt from sale of tangible fixed assets	95	–
Payments to acquire tangible fixed assets	(5,544)	(5,533)
	(5,449)	**(5,533)**
Management of liquid resources		
Cash placed on short-term investments	**–**	**(3,500)**
Financing		
Loan repayments	**(50)**	**(46)**

20.3 Analysis of changes in net funds

	At 01.04.07 £000	Cash flows £000	At 31.03.08 £000
Cash at bank and in hand	57	2,722	2,779
Current asset investments	8,500	–	8,500
Debt due within one year	(50)	(6)	(56)
Debt due after one year	(610)	56	(554)
	7,897	**2,772**	**10,669**

21 CONTINGENT LIABILITIES

There were no contingent liabilities.

22 RELATED PARTY TRANSACTIONS

The National Museum of Science & Industry is an executive Non Departmental Public Body whose parent body is the Department for Culture, Media and Sport. The Department for Culture, Media and Sport is regarded as a related party. During 2007-08 the National Museum of Science & Industry had a number of transactions in the normal course of business and at full arms length with the Department and with other entities for which the Department is regarded as the parent Department. The Director acts as Accounting Officer for the National Coal Mining Museum for England Trust Ltd. Loans of objects were also made to other Museums for whom DCMS is the parent body. In addition, NMSI provides advisory services to the Heritage Lottery Fund for which it receives payment. NMSI also had a small number of transactions with other government departments and other central government bodies.

Five Trustees had relationships with bodies with which NMSI had transactions:

Organisation	Nature of transaction	Name	Payments £000	Receipts £000	Creditor £000	Debtor £000
Generating Genius	Outreach services	Dr Tony Sewell	–	1	–	–
G P Bullhound & Partners	Patron donation	Mr Martin Smith	–	10	–	–
Institute of Mechanical Engineers	Corporate Hire	Professor Rod Smith	–	7	–	-
Martin Smith Foundation	Donation	Mr Martin Smith	–	500	–	–
J Paul Getty Museum	Exhibition hire fee	Mr Michael Wilson	–	7	–	–
Science & Media LLP	Science Museum as agent for exhibition management, service recharge	Dr Doug Gurr Ms Molly Jackson Ms Anne Caine	–	24	5	–

23 POST BALANCE SHEET EVENT

The Annual Report and Accounts 2007-08 were authorised for issue by the Accounting Officer on xx July 2008. There were no post balance sheet events.

AWARDS AND NOMINATIONS, EXHIBITIONS AND PUBLICATIONS

Awards and nominations

National Railway Museum
'Best Visitor Attraction' in the York Tourism Awards for Excellence 2008

Finalist in York Tourism Awards for Conference Venue of the Year

Science Museum and Science Museum Swindon
Professor Chris Rapley CBE, Director of the Science Museum, 2008 Edinburgh Medal for work on climate and climate change

Launchball, 'Best Game' and overall 'Best in Show' at the SXSW Festival in Texas

Launchball, gold medal at Eurobestlive 2007

Event Awards 2007 – Silver in 'Live Event Venue of the Year' category

National Media Museum
Finalist in Yorkshire Tourist Board's White Rose Awards – business tourism category

Exhibitions
Started between 1 April 2007 and 31 March 2008

	Opened	Closed
National Railway Museum		
Cuneo: Artist of an Eera	October 2007	May 2008
York St: John Student Exhibition	October 2007	April 2008
What's in Store	December 2007	December 2007
China: The End of Steam	March 2008	August 2008
Rail Art 2007, the Guild of Railway Artists Annual Summer Exhibition Annual Steam Gala	3 September 2007	30 September 2007
National Media Museum		
The Dawn of Colour: *Celebrating the Centenary of the Autochrome*	May 2007	September 2007
Celebrating Indian Cinema	June 2007	September 2007
Sarah Jones, Bradford Fellowship exhibition	October 2007	February 2008
Extra! Extra! – Images from the Daily Herald Archive	October 2007	June 2008
Henri Cartier-Bresson's Scrapbook: Photographs 1932–1946	March 2008	June 2008
Science Museum		
The Science of Spying	February 2007	September 2007
Inside the Spitfire	August 2005	January 2008
Maurice Broomfield's 'New Look' at Industry: photographs from post-war Britain	February 2007	July 2007
MacRobert Award 2006 – Optomap retinal imaging	February 2007	February 2008
Grace Weir – *In My Own Time*	October 2007	November 2007
Penicillin: A story of triumph and tragedy	May 2007	March 2008
Can algae save the world? (Antenna)	October 2007	April 2008
Listening Post	February 2008	February 2009
Plasticity – 100 years of making plastics	February 2007	January 2009
Big Bang! (Antenna)	April 2007	October 2007
Launchpad (permanent gallery)	Opened November 2007	
Health Matters (permanent gallery)	Upgraded/reopened November 2007	
Exploring Space (permanent gallery)	Upgraded/reopened July 2007	
Challenge of Materials (permanent gallery)	Upgraded February 2008	
Locomotion		
Model Mania III, an exhibition of model boats, trains and planes	11 August 2007	12 August 2007
Rail Art 2007, the Guild of Railway Artists Annual Summer Exhibition	August 2007	September 2007
Annual Steam Gala	22 September 2007	23 September 20077

Publications

National Railway Museum

Books

Colin Divall, 'Transport, mobility and consumer society in Britain, 1900–1939', *Manchester Memoirs*, 144 (2006–07),: pp 39–50.

Colin Divall, 'Transport, mobility and consumer society in early-20^th century Britain', /*Manchester Memoirs*/ (2007),: pp 39–50.

Papers

Helen. Ashby, 'Thrashing, scrapping or wrapping in cotton wool; prioritisation of locomotives in the national collection', paper presented at the Old Boats, New Life Conference, The Boat Museum, March 2008.

Karen Baker, Tim Procter and Martin Bashforth, 'Search Engine: library and archive collections and a case study of railwaymen in WWI', lecture to the York WEA, NRM, March 2008

Martin Bashforth, 'Keep calm and carry on! The railway experience in Britain 1941–44', *Everyone's War*, 15 (Spring/Summer 2007), Journal of the Second World War Experience Centre

Anthony Coulls, 'The Bowes Railway' (a part of the Coals to Calder Grove programme), Caphouse Colliery (NCCMME), January 2008

Anthony Coulls, 'Railway revival at Shildon', lecture to the North Eastern Loco Preservation Group, Darlington, February 2008

Anthony Coulls, 'Railway revival at Shildon', lecture to the Ffestiniog Railway White Rose Group, Leeds, February 2008

Colin Divall, review of *Moving Manchester: Aspects of the History of Transport in the City and Region Since 1700* ed. by D Brumhead and T Wyke, *Manchester Region History Reviews*, 18 (2007), pp 171–3

Colin Divall, 'Transport history, cultural history: mobilizing the railways' past', paper presented at conference on 'Voyage dans un monde en mouvement: l'histoire des chemins de fer d'un siècle à l'autre, 1987–2027', Musée d'Orsay, Paris, November 2007

Colin Divall, 'Transport, mobilities and the technologies of governance', paper presented at the Annual Meeting of the International Association for the History of Transport, Traffic and Mobility, Helmond, The Netherlands, October 2007

Colin Divall, 'Movement, mandarins and museums: mobilizing history of technology', paper presented at the SHOT 50th Anniversary Workshop, Washington, DC, USA, October 2007

Colin Divall, 'Building networks: the (London and) North Eastern Railway's discursive response to road distribution, 1921–39', conference on Business Links: Trade, Distribution and Networks, Association of Business Historians and CHORD, University of Wolverhampton, June 2007

Colin Divall, "You see, my husband's so partial to a mantel-shelf": the gendered construction of "safety" on Britain's railways, 1919–39', paper presented at Business History Seminar, LSE, May 2007; and conference on Gender, Emotion, Work and Travel: Women Transport Workers and Passengers, Past and Present, University of Greenwich, June 2007

Colin Divall, 'A comment on "Railway Exchanges in 19th-Century Europe"', paper presented at ESF EUROCORES conference on Inventing Europe: Technology and the Making of Europe, 1850 to the Present, Rotterdam, June 2007

Colin Divall, review of SS *Great Britain* exhibition, *Journal of Transport History*, 3rd ser., 28/1 (March. 2007), pp 125–8

Hilary Geoghan, Matt Thompson, Tim Procter and Caroline Mark, 'Volunteer enthusiasm: an NMSI case study', panel paper presented to the IATM Conference, York, June 2007

Tim Procter, 'Opening the railway treasure trove: the NRM Archives and the Search Engine project', talk at Widnes Library, September 2007

Tim Procter, 'Treasures on paper: more from the NRM Archives (with the inevitable mention of Search Engine)', talk at the NRM Volunteers Seminar, May 2007

Jim Rees, ' Mankind's relationship with the steam locomotive', lecture to the York 41 Club, June 2007

Jim Rees, 'The rebuild of *Flying Scotsman*', paper presented at Tynedale U3A, NRM, June 2007

Jim Rees, 'Operating locomotives at the NRM', lecture to *Duchess* and *Cromwell* supporters, August 2007

Jim Rees 'Replicating the first colliery locomotives', lecture, Caphouse Wakefield, October 2007

Jim Rees, 'The narrow gauge railways of Weardale', lecture to the Weardale Society, Stanhope, March 2008

S Richards, review of *SS Great Britain* exhibition, *Technology and Culture* (2008)

Barbara Schmucki, 'Mobility, identity, modernity: on the place of urban transport in the history of technology', paper presented at the SHOT, Annual Meeting, Washington, DC, October 2007

Barbara Schmucki, 'Gendered spaces – gendered places. Women, urban transport and walking in the 19th and 20th century', paper presented at conference on Gender, Emotion, Work and Travel: Women Transport Workers and Passengers, Past and Present, University of Greenwich, June 2007

Barbara Schmucki, 'Nothing reminds you on the journey that England is an island ... Reise und Blick von der Insel zum Kontinent in der ersten Hälfte des 20. Jahrhunderts', paper presented at 'Verkehrsgeschichte, Jahrestagung der Schweizerischen Gesellschaft für Wirtschafts- und Sozialgeschichte', Mendrisio, Switzerland, May 2007

Andrew J Scott, 'The useful museum', keynote presentation at the Swedish Museums Association Annual Conference, Stockholm, March 2008

National Media Museum

Colin Harding, introductory essay in Victor Gray (ed.), *The Colours of Another Age: The Rothschild Autochromes, 1908–1912* (The Rothschild Aarchive, 2007)

Colin Harding, editorial adviser and contributor, John Hannavy (ed.), *The Encyclopaedia of Nineteenth-Century Photography* (Routledge, 2007)

Science Museum

Books

Philip Ardagh, *WOW Events That Changed the World* (Macmillan 2007)

Philip Ardagh, *WOW Ideas Tthat Changed the World* (Macmillan 2007)

Timothy Boon, *Films of Fact: A History of Science in Documentary Films and Television* (Wallflower Press, 2008)

Robert Bud, 'From germophobia to the carefree life and back again: the lifecycle of the antibiotic brand', in A Tone and E Watkins (eds), *Medicating Modern America* (NYU Press, 2007), pp 17–41

Victoria Carroll, 'Natural history on display: the collection of Charles Waterton', in A Fyfe and B Lightman (eds), *Science in the Marketplace: Nineteenth-Century Sites and Experiences* (Chicago/London: University of Chicago Press, 2007), pp 271–300

Sarah Fiabury, *Space Jigsaw Book* (Macmillan 2007)

Sarah Fiabury, *Aeroplanes Jigsaw Book* (Macmillan 2007)

Sarah Fiabury, *Touch-and-Feel Planes* (Macmillan 2008)

Sarah Fiabury, *Touch-and-Feel Cars* (Macmillan 2008)

Jane Insley, 'Little landscapes, little laboratories', in F Greenaway, R Anderson, P Morris and D Robinson (eds), *Chymica Acta* (Huddersfield: Jeremy Mills Publications, 2007)

Amanda Li, *How to be a Vet* (Macmillan, 2007)

Amanda Li, *How to be a Criminal Investigator* (Macmillan, 2007)

Peter Morris, with Frank Greenaway, Robert Anderson and Derek Robinson (eds), *Chymica Acta* (Huddersfield: Jeremy Mills Publications, 2007)

Peter Morris, 'The image of chemistry presented by the Science Museum, London in the twentieth century: an international perspective', in J Schummer, B Bensaude-Vincent, and B van Tiggelen (eds), *The Public Image of Chemistry* (Hackensack, NJ: World Scientific, 2007), pp 297–327

Glenn Murphy, *Why is Snot Green?* (Macmillan,2007)

Andrew Nahum, 'Turin 1945 and the re-invention of the automobile', in *Royal College of Art Vehicle Design 2007 Yearbook* (Royal College of Art, 2007), pp 85–7

Ant Parker, *Muddle Space* magnetic play book (Macmillan, 2007)

Alex Williams and Gaby Morgan, *Launchpad Activity Book* (Macmillan,2008)

Papers

Dan Albert, 'Flying cars, an update,' *n+1* (Winter 2007), pp 155–9

Robert Bud, `A vision of health', *BBC History Magazine*, 8/5 (May 2007), pp 50–1

Victoria Carroll, "Beyond the pale of ordinary criticism": eccentricity and the fossil books of Thomas Hawkins', *Isis*, 98 (2007), pp 225–65

Jane Insley, 'Little landscapes: dioramas in museum displays', *Endeavour*, 32/1 (March 2008), pp 27–31

Jane Insley, 'The tale of the great theodolites', lecture, Artefacts, September 2007

Jane Insley, 'Getting certified – the Science Museum certificates for pre-1905 vehicles', *Veteran Car Gazette*, (February 2008), pp 282–3

Yasmin Khan, 'Medical history without frontiers', *Nature*, 448 (23 August 2007), p 870

Douglas Millard, 'Black Prince', *AAS History Series*, Vol. 28 (2007), pp 267–80

Andrew Nahum, review of Jean Prouvé exhibition, *Blueprint* (March 2008)

Andrew Nahum, 'A user's guide to technology', review of *The Shock of the Old; Technology in Global History since 1900* by David Edgerton, *Nature*, 446 (26 April 2007), pp 980–1

Chris Rapley, 'The role of science in preventing and reducing the impact of human-induced climate change', *Science in Parliament*, 65/1 (Spring 2008), pp 26–7

Peter Turvey, 'The restoration of Stanley 7644', *The Steam Car*, 38 (January 2008), pp 26–9

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